

# **USAID/JORDAN**

## **Results Review And Resources Request (R4)**

**March 1, 2000**

## **Please Note:**

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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## Cover Memo

The 12-month period covered by this R4 roughly coincides with the first year of King Abdullah II's reign. It also represents the halfway mark of the five-year USG expanded commitment of USAID support to Jordan announced by President Clinton June 1997. As such, this year's R4 review provides a useful opportunity for some stocktaking on where the program has been and what we can still expect to achieve.

Despite occasional pressure to expand into other areas, our strategy continues to focus on three interdependent themes: (1) improving water resource management; (2) increasing the quality of reproductive and primary healthcare services; and (3) increasing economic opportunities for Jordanians. By focusing exclusively on these three development challenges, USAID has made and will continue to make significant contributions to ensure a healthier and more prosperous future for Jordan.

Our foundational document--*USAID/Jordan Strategic Overview, 1997-2001*--was approved in Washington in March 1998, establishing the strategic framework for the current USAID program of economic assistance to Jordan. The structure set forth at that time remains very relevant. As anticipated, some changes have been made to accommodate increased funding levels and changing circumstances.

Most notably, Strategic Objective 3 on population was reformulated prior to last year's R4 to include a broader involvement on health issues. Similarly Intermediate Result 1 under Strategic Objective 5 on economic opportunity was expanded to cover not only financial services but business services as well. As a result of our ongoing dialogue with Washington, changes have also been made in targets and indicators for each of our SOs over time. These changes, which are reflected in this year's R4 submission, have been documented through ongoing e-mails and cable exchanges and occasional TDYs.

Wye funding provided an additional \$100 million to USAID in Jordan. Half of this amount was made available during FY 1999, providing immediate support in the form of a cash transfer for the transition to a post King Hussein era in Jordan. Remaining funds will be provided during FY 2000 and allocated toward project spending under each of our SOs. Among other things, the Wye funding in FY 2000 will make a major contribution to the innovative build-operate-transfer (BOT) wastewater treatment plant at As-Samra (under SO 2); fully fund the USAID contribution toward a new Qualified Industrial Zone (QIZ) and other investments in Aqaba (under SO 5); and reduce the mortgage on our \$40 million health initiatives activity (under SO 3).

A more detailed discussion on changes in targets and indicators under each SO is provided as one of the annexes to this document. The main changes pertain to the water SO, in which the Mission made minor changes to the wording of two SO level indicators and requests Washington approval for the introduction of a third SO level indicator. Also, a number of IR level indicators have been dropped and remaining ones reformulated within the water SO. Looking ahead to next year's R4 submission, the annex also anticipates that one IR level indicator in water will be

dropped and hopes to initiate a dialogue with Washington on reformulating one of the previously approved SO level indicators under the health/population SO.

Parallel to this R4, USAID/Jordan is undertaking an assessment of progress achieved and “lessons learned” in the implementation of our 1997-2001 strategy document so far. A substantial draft should be available by early May 2000, reflecting discussions with our partners and counterparts in Jordan. We also actively solicit Washington input. From a Mission standpoint, this document will be crucial in determining “next steps” related to either the affirmation of our current strategy or development of a new one.

Discussion on future strategic directions in Jordan is especially warranted because the “resource request” part of this R4 submission extends to FY 2002, taking the program one year beyond the period covered by our current FY 1997-2001 strategy. The currently approved life of each of our SOs actually extends to 2004, mainly to cover construction and other contracts that are funded under the 1997-2001 program, but will necessarily take several years longer to complete. For planning purposes, we have “straight lined” the Jordan operating year budget for FY 2001 and beyond at \$150 million. Actual funding figures could vary, depending on priorities of a new administration and new Congress as well as developments in the Middle East.

The planned program assessment is also reviewing staffing patterns and management approaches. One of the more remarkable observations is that the dramatic increase in program funding—from \$7.1 million in FY 1996 to \$200 million in FY 1999 and again in FY 2000—has been achieved with almost no increase in staff. USDH staff expanded from 10 to 11 during this period, while FSN staff grew from 36 to 39. As a result, USAID/Jordan by the summer of 1999 was managing the third or fourth largest program in the Agency with only the 41<sup>st</sup> largest staff.

Although we appreciate the opportunity to revisit the staffing issue each year, we remain convinced that we can effectively implement the program within current personnel ceilings. Our continued reliance on a relatively small staff necessarily hinges on our ability to maintain the current flat organizational structure, retain a strong emphasis on focus and concentration, and ensure that the number of management units under each SO remains relatively low. With regard to operating expenses (OE), we are pleased to report that we negotiated a \$6 million trust fund (local currency equivalent) agreement as part of the expanded FY 1999 cash transfer program. This funding should make an important contribution to our OE costs in Jordan through 2006.

We anticipate that this year’s R4 review will be relatively straightforward. The program continues to adhere closely to the parameters established by our March 1998 strategy. With regard to actions request Washington approvals and input, we consider the following four items to be especially important: (1) input in the program assessment document now underway, hopefully as part of the R4 review process conducted in the field; (2) initiation of a dialogue on “next steps” in terms of either affirming the current USAID strategy document or discussing plans to develop a new one; (3) agreement on plans for adjusting certain targets and indicators under SO 2 and SO 3 and extending certain indicators beyond the 1997-2000 period covered by our current strategy 5 (see also annex D); and (4) agreement on plans for extending the end date for at least the water SO beyond 2004, if it becomes necessary to accommodate long-range contracting actions such as the new As-Samra wastewater treatment plant and others.

## **R4 Part I: Overview and Factors Affecting Program Performance**

USAID/Jordan's economic assistance program is a vital component of U.S. Government efforts to promote peace and stability in the Middle East. Within Jordan, it provides important support during the transition to a post King Hussein era. Within the region, it strengthens Jordan's moderating influence at a time when the final outcome of peace talks involving the Palestinian National Authority (PNA), Syria and perhaps eventually Lebanon are by no means clear.

The USAID/Jordan strategic construct is closely linked to the broader Embassy Mission Program Plan (MPP). First, USAID/Jordan's strategic plan addresses U.S. national interests related to national security insofar as it supports the Middle East peace process and promotes stability in a volatile region of the world. Second, the USAID/Jordan program promotes economic prosperity, in part by encouraging trade and investment that could expand exponentially should true peace break out. Third, the USAID/Jordan program directly addresses several issues of global concern, including those related to health, population and the environment.

USAID-funded activities in Jordan are similarly supportive of the strategic imperatives set forth by the Agency. Specifically, USAID/Jordan is making a significant contribution toward three of USAID's five higher level goals. For example, Strategic Objective 5 ("Increased Economic Opportunities for Jordanians") promotes broad-based economic growth throughout the country. Similarly, Strategic Objective 3 ("Improved Access to and Quality of Reproductive and Primary Health Care") advances USAID concerns related to stabilizing world population and protecting human health. Finally, Strategic Objective 2 ("Improved Water Resources Management") makes a vital contribution toward developing sustainable long-term approaches to Jordan's key environmental issue and most precious natural resource – water.

Prospects for achieving our 1997-2001 strategic plan remain excellent. Total USAID funding during this period will be on the order of \$816 million, \$466 of which has been obligated. The cash transfer will be on the order of \$300 million, \$200 million of which has already been made available. Funds have been allocated within the bounds set by a highly focused strategy approved by Washington in early 1998. Every USAID-funded activity addresses key impediments to Jordan's long-term sustainable growth in the area of water, health and population, or economic opportunity. Strategic objectives related to each of these three key areas define the parameters of the USAID program in Jordan, and are likely to continue to do so for the foreseeable future. All three strategic objectives are either on on-track or exceeding expectations.

Perhaps the single most significant event associated with the USAID program occurred in December 1999, when Jordan provisionally acceded to the World Trade Organization (WTO). Prospects for such a step seemed bleak in as late as June 1999, when Jordan's application appeared to be foundering amidst a myriad of new or amended laws and regulations required as part of the WTO process. Spurred on by strong support at the highest levels of government, USAID assistance played an essential role in facilitating Jordan's application and ensuring its ultimate success. WTO is but one example of the USAID-supported initiatives that have been advanced under King Abdullah's energetic and ambitious leadership. Others include promotion

of information technology (the “REACH” initiative) and support for a more active private sector role in helping to set the economic reform agenda for the country (“Jordan Vision 2020”). The basic message from the King since assuming office in February 1999 is that Jordan’s future hinges on its ability to attract trade and investment and set its economic house in order. This positive signal from the palace is helpful overcoming bureaucratic inertia. It also ensures continuity in the face of Jordan’s past history of a change in Prime Ministers and cabinet on an almost annual basis (in fact, USAID had to work with no less than three Health ministers, three Industry and Trade ministers and two Water ministers during the last year). Despite changes in government, the King’s consistent emphasis on new ways of thinking on economic issues helped set the tone for our relationship and bodes well for continuing progress on policy issues.

**Water Sector:** One of USAID’s primary objectives is to improve water resource management in Jordan. Recurring drought combined with growing demand places an ever-greater burden on Jordan’s scarce water resources. All major donors (including the World Bank, European Union, Japan, France, Germany and Italy) are heavily involved in water, with investments guided in large part by Jordan’s 14-year, \$5 billion water investment plan.

During the last twelve months, activities under SO 2 (“Improved Water Resource Management”) revolved around policy issues and infrastructure development. With regard to the latter, contracts were issued to complete design work related to the rehabilitation of the Amman water network (\$70 million); wells and springs rehabilitation (\$21 million); and an expansion of the Aqaba wastewater treatment plant (\$30 million), among others. Substantial progress was made on the Wadi Mousa water and wastewater treatment project (\$27 million), scheduled for completion in late 2000. Upgrades at the Zai water treatment plant (\$7 million), providing potable water to 40 percent of Amman’s population, were also complete. This important work ensured that Zai remained in operation throughout the year, avoiding a situation such as in July 1998 when the plant had to be temporarily shut down because of water quality concerns.

Achieving policy implementation in water remains one of the country’s most formidable challenges. USAID focuses on promoting sustainable tariff structures, introducing innovative management approaches, and ensuring private sector participation. Financial scenarios developed with USAID assistance will help prepare the way for irrigation tariff restructuring. As regards management and the private sector, the government approved the concept of a private management contract to operate the water and wastewater treatment system at Wadi Mousa once construction is complete. In what would be a first for Jordan, it also approved a BOT approach for the proposed new wastewater treatment plant at As-Samra. This project, to which USAID expects to contribute as much as \$75 million, will treat over 90 percent of country’s wastewater. USAID’s involvement is contingent on substantial private sector financing as well as government agreement on the tariff increases needed to ensure financial sustainability.

**Health and Population Sector:** Jordan is entering a period of demographic transition marked by higher contraceptive use, lower fertility rates, and smaller families. Nonetheless, the annual population growth rate of approximately 2.5 percent remains high. Population momentum means that for at least another generation the country faces great pressure to meet the social and economic demands of an ever-increasing workforce. If current trends continue, Jordan’s population of almost five million will double to ten million by 2027.

USAID programs help promote Jordan's demographic transition. The trend in the main SO level indicator—an increase in the contraceptive prevalence rate from 27 percent in 1990 to 39.8 percent in 1999—is encouraging. Surveys undertaken following an innovative program aimed at men and religious leaders also point to some of the changes in attitudes that are driving shifts in Jordan's demographic profile. These include a greater willingness to consider family planning and have fewer children. The current fertility rate of 3.8 children per woman, although lower than the 1990 figure of 5.6, underscores the importance of further USAID support in this area.

Although it is as yet too early to report results, USAID launched a new \$40 million health initiative that should have significant impact on the Jordanian health sector over the next several years. It is based on “lessons learned” from the Comprehensive Post Partum (CPP) project, which established CPP centers at 14 sites in Jordan and is due to complete a further seven CPP centers by April 2000. Policy work on health financing is underway as well. The basic premise for expanding USAID's population program to include broader health issues is that gains in family planning are contingent on maintaining an effective and sustainable health service delivery system across the country.

**Economic Opportunity Sector:** Supported in part by our cash transfer program, 1999 witnessed some of the most positive economic policy changes within Jordan in years. One of the most important developments—Jordan's provisional accession to the WTO—has already been highlighted. As part of this process, important progress was achieved on a range of related trade and investment issues. Over the past year, USAID assistance to the Investment Promotion Corporation (IPC) helped promote the rapid expansion of the USG's Qualified Industrial Zone (QIZ) scheme. Total investment in established and pipeline projects now stands at \$134 million, creating more than 8,000 new job opportunities. Considerable further expansion is anticipated.

Developments in privatization have been encouraging, especially with regard to the privatization of the Jordan Telecom Company and an acceleration in the hoped-for privatization of Royal Jordanian Airlines. Since the inception of Jordan's privatization program in 1997, 34 out of the original 40 companies targeted for privatization have in fact been privatized. It will take some time before these positive changes translate into higher economic growth rates (the provisional economic growth rate figure for 1999 is around two percent and the figure for 2000 will likely be on the order of two percent as well). Nonetheless, trends on the economic restructuring front offer hope for the future, especially in light of King Abdullah's personal interest and concern in highlighting the economy as Jordan's most important and immediate concern.

Other activities funded under SO 5 recorded similarly encouraging results. For example, micro finance services now reach more than 13,000 active borrowers, a 100 percent increase over the 1998 figures. The fact that loan repayment rates stand at 98 percent helps enhance prospects for future sustainability. The Jordan-US Business Partnership completed its first year of operations, conducting diagnostic studies of 148 small and medium firms and signing 60 agreements for the provision of firm-level assistance. Several new activities that will have impact over the next several years were also launched. These include a major new capital markets activity under AMIR as well as INJAZ, a school-based youth business skills initiatives launched during Hillary Clinton's visit to Jordan in December 1999.



## R4 Part II: Result Review by Strategic Objective

Country/Organization: Jordan

Objective ID: 278-002-01

Objective Name: Improved Water Resources Management

Self Assessment: On Track

Self-Assessment Narrative: Met Expectations

Primary Link to Strategic Agency Framework:

(please select only one)

5.5 Natural Resource Management

Secondary Link to Strategic Agency Framework:

(select as many as you require)

- |  |  |
|--|--|
| <input type="checkbox"/> 1.1 Private Markets                               | <input checked="" type="checkbox"/> 1.2 Ag Development/Food Security   |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor                 | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                  |
| <input type="checkbox"/> 2.2 Credible Political Processes                  | <input type="checkbox"/> 2.3 Politically Active Civil Society          |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions                | <input type="checkbox"/> 3.1 Access to Ed/Girl's Education             |
| <input type="checkbox"/> 3.2 Higher Ed/Sustainable Development             | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced            |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition                 | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced             |
| <input type="checkbox"/> 4.4 HIV/AIDS                                      | <input type="checkbox"/> 4.5 Infectious Diseases Reduced               |
| <input type="checkbox"/> 5.1 Global Climate Change                         | <input type="checkbox"/> 5.2 Biological Diversity                      |
| <input checked="" type="checkbox"/> 5.3 Sustainable Urbanization/Pollution | <input type="checkbox"/> 5.4 Environmentally Sound Energy              |
| <input checked="" type="checkbox"/> 5.5 Natural Resource Management        | <input type="checkbox"/> 6.1 Impact of Crises Reduced                  |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met            | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed        | <input type="checkbox"/> 7.2 Program Effectiveness Improved            |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured        | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand      |

Link to U.S. National Interests: National Security

Primary Link to MPP Goals: Environment

Secondary Link to MPP Goals (optional): Economic Development

**Summary of the SO:**

USAID's Improved Water Resources Management Strategic Objective supports U.S. foreign policy objectives focused on reducing global environmental degradation and promoting economic prosperity. Water scarcity is a major impediment to future economic growth in Jordan. Helping Jordan to manage its water resources wisely will improve the overall economic prospects of the country. Because water scarcity continues to be a critical issue in the Middle East peace process, improving Jordan's ability to manage its limited water resources also supports regional stability.

USAID's water sector programs are aimed at strengthening key public sector water institutions (IR 1), increasing water use efficiency (IR 2), and improving the quality of treated wastewater for use in agriculture and industry, thereby increasing the quantity of freshwater available for human consumption (IR 3). Design of most of the major water sector activities is now complete or nearing completion and implementation is in full swing. Apart from delays on a few construction projects, results during the past year are on track and in several instances have exceeded expectations. Beneficiaries of the USAID water program include virtually all Jordanians, of whom roughly half are women. During FY 1999, 36 percent of those Jordanians trained under the SO were women.

**Key Results:**

Progress in promoting private sector participation exceeded expectations. The Government of Jordan (GOJ) approved a BOT arrangement for the new wastewater treatment plant at As-Samra that will treat over 90 percent of country wastewater. It also approved the concept of a private sector management contract to operate the water and wastewater systems at Wadi Mousa when construction is complete. The GOJ is considering irrigation tariff restructuring based on financial scenarios developed with USAID assistance. Achievement of a tariff change and private sector contracts are expected to be realized in 2001, as shown in the new SO level indicator measuring progress in strengthening key institutions. Despite another delay on the first four rehabilitated springs and wells, overall progress on the major water and wastewater infrastructure is on-track. As indicated last year, the indicator on Information Systems Development has been dropped. The policy index has been modified to reflect changes in the program focus. This indicator will be maintained, but dropped from the R4 reporting next year in lieu of the new SO level indicator that captures the policy, private sector participation and management results.

**Performance and Prospects:**

Due to an expansion of activities under Intermediate Result 1 (Strengthening Water Sector Institutions), indicators at the SO and IR levels were revised. The indicators now reflect the three major areas of emphasis: policy implementation, private sector participation and cost recovery, and management improvements. Through 1998, strengthening water institutions focused on improving data collection and analysis, installing new information management systems for the Ministry of Water & Irrigation (MWI), the Water Authority of Jordan (WAJ) and the Jordan Valley Authority (JVA) and developing key water policies. During 1999, USAID designed and began a new water policy implementation program focused on reducing groundwater depletion and optimizing the reuse of treated wastewater. USAID also initiated a new program to encourage private sector participation as well as an activity to strengthen the government's capability to develop, contract and manage major infrastructure projects. With USAID assistance, the MWI is planning a major BOT wastewater project to replace the existing

plant at As-Samra and a private sector management contract for the Wadi Mousa water and wastewater facility now under construction.

In the irrigated agriculture sector, USAID is providing a wide range of technical assistance to help the GOJ restructure irrigation tariffs and increase cost recovery for JVA. In coordination with other donors, USAID is also engaged in policy dialogue with the GOJ on the need for significant structural reforms in the irrigated agriculture sector. Conditions on the 2000 Cash Transfer related to irrigation and wastewater tariffs are being developed to encourage the GOJ to undertake these critical reforms. The policy environment related to cost recovery and tariff restructuring is improving as the GOJ is forced to consider all options for securing financing for its large capital investment program in the water sector. Movement on policy issues related to water reallocation and enforcement of existing laws related to water use will be more difficult, given the potential social, economic and political ramifications such action would entail.

Reducing losses due to physical leaks, contamination and poor irrigation practices will help stretch scarce water resources further (IR 2). In response to a drinking water contamination crisis in 1998, USAID provided emergency assistance allowing the Zai Water Treatment Plant, which provides water to 40 percent of Amman residents, to reopen. USAID subsequently funded more long-term improvements at the plant. These improvements enabled the plant to effectively treat the raw water and operate at full capacity throughout the summer of 1999, a period of severe drought and degraded water quality. USAID also funded a crisis management expert to assess the government's water emergency plan and provide training in crisis management. Finally, to ensure that the quality of water supplied to consumers meets national standards, USAID is financing the upgrading of the environmental health laboratory of the Ministry of Health.

Opening of the initial four rehabilitated springs and wells encountered another delay in April 1999 when the Ministries of Health and Water disagreed over the water quality standards for the treatment plants. After a five-month review, a decision was made to require additional disinfection. Completion of this additional work is now scheduled for mid-2000. In the meantime, design work was completed for rehabilitation of three springs at Salt (120,000 residents) and three wells at Kafrein to serve tourist facilities near the Dead Sea. Design work also commenced for the USAID portion of the multi-donor program to rehabilitate and restructure the entire water network of Amman. The \$60 million USAID component will serve about 600,000 residents. The Irrigation Advisory Service program that provides irrigation extension agents to work directly with farmers in the Jordan Valley to reduce irrigation water use and increase yields has shown some promising early results with vegetables and melons. Finally, the procurement for a new water education and media program to be carried out by an U.S. NGO in partnership with Jordanian NGOs was completed and this new initiative is now being launched .

Improving the quality of wastewater to allow its reuse in agriculture and industry and thereby free up fresh water for human consumption is the third component of the water program (IR3). Construction of the new wastewater conveyance system and treatment plant in Wadi Mousa is now about two-thirds complete. Once in operation, the plant will provide modern wastewater facilities for a population of some 20,000 residents living in four communities. It will also help

reduce environmental degradation around the Petra National Park, a World Heritage Site. Plans are underway for the system to be turned over to a private sector operator. Design is proceeding on the expansion of the wastewater facility in Aqaba (120,000 beneficiaries). Construction is expected to commence in early 2001. The project will help Jordan meet its commitment under the 1994 Peace Treaty with Israel to reduce pollution in the Gulf of Aqaba. USAID is also planning to provide up to \$75 million in support for the construction of a new wastewater treatment plant to replace the current plant at As-Samra, which is greatly overloaded. This project is being designed as a BOT with a grant component from USAID. When fully complete in early 2005, the plant will serve over 2 million residents of Greater Amman and Zarka. As a conditionality to this project, the GOJ will be required to increase the wastewater tariff sufficient to cover the operator's treatment fee.

#### **Possible Adjustments to Plans:**

Long-term technical assistance is now being provided to WAJ to help improve and streamline the host country contracting and project management process. Technical assistance is also being provided to the MWI to help it develop infrastructure projects with private sector participation. Given the threat of continued drought, USAID anticipates providing additional emergency assistance that may include technical assistance and/or funding for critical water supply projects. Previous plans to help fund construction of the north Jordan Valley (North Shouneh) wastewater plant are unlikely to go forward, mainly because the current cost estimate for the plant is more than double USAID's original commitment. In its stead, USAID will be funding a water conveyance system from Ma'an and an innovative pilot wastewater treatment project at Mafraq. Finally, construction of the planned new As-Samra wastewater treatment plant may not be complete until after the current December 2004 SO end date. Hopefully, this potential problem can be discussed at the May R4 review, with a view toward reaching consensus on a plan for extending the SO end date in the field, should it become necessary.

#### **Other Donor Programs:**

Water sector investments are determined according to a \$5 billion, 14-year plan covering all aspects of the Kingdom's water and wastewater requirements. USAID was the largest donor in 1999. However, the World Bank (\$55 million), Japan (\$10 million), Germany (\$1.8 million) and Canada (\$5 million) also provided substantial resources. Examples of donor activity that complements USAID work include Japanese and German-funded work at the Zai Water Treatment Plant; French and German funding for the Wadi Mousa project; and the multi-donor rehabilitation of the Amman water network involving the World Bank, Italy, Germany and the European Investment Bank.

#### **Major Contractors and Grantees:**

Major U.S. contractors include Camp, Dresser & McKee, Inc., Morganti Group, Hazen and Sawyer, Metcalf & Eddy and Montgomery Watson for engineering and construction work. Abt & Associates, Associates in Rural Development, Chemonics and the Academy for Educational Development are providing technical assistance on privatization, policy implementation, cost recovery and tariff restructuring, host country contracting and water awareness education, respectively. Major Jordanian counterparts include the MWI, WAJ and JVA.

## PERFORMANCE DATA TABLE FOR JORDAN SO2

<b>OBJECTIVE:</b> Improved Water Resources Management <b>APPROVED:</b> __/__/99 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan				<b>Objective ID:</b> 278-002-01
<b>RESULT NAME:</b> (SO Level)				
<b>INDICATOR:</b> 2.1 Index of stronger water sector institutions				
<b>UNIT OF MEASURE:</b> Index points (1 point for each element)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>	
<b>SOURCE:</b> USAID activity managers and contractor's progress reports				
<b>INDICATOR DESCRIPTION:</b> This is a new indicator in 1999. It measures those elements of progress towards achieving stronger water sector institutions that are within USAID's manageable interest. It should be noted however, that between 1993-98 under the Water Quality Improvement Project, USAID supported a variety of technical assistance activities aimed at strengthening the MWI, JVA and WAJ. Activities included developing a MIS and water resources database, preparing a national water strategy and sub-sectoral policies and establishing water quality monitoring capability. As a result, although this is a new indicator, it builds upon a substantial amount of work previously supported by USAID. The index is comprised of the following elements:  a. An increase in the Amman wastewater tariff of up to 12% is announced. b. JVA implements a financial accounting system consistent with accepted water utility practices. c. One new management contract for water or wastewater system in place. d. One water or wastewater project is contracted on a BOT basis. e. Tariffs for irrigation water in the Jordan Valley are restructured to reflect differences in quality. f. A 50% reduction in time for the host country contracting process from prequalification to construction contract award. g. The MWI implements measures to reduce groundwater depletion in the Amman-Zarqa Basin. h. A Wastewater reuse masterplan for the Amman-Zarqa basin is adopted by the MWI. i. At least one local NGO has the capacity to conduct water conservation programs on a sustainable basis.	1999	new indicator	NA	
	2000	a (1)		
	2001	b, c, d, e, f, (5)		
	2002	g, h (2)		
	2003	i, (1)		
	2004	TBD		

## PERFORMANCE DATA TABLE FOR JORDAN SO2

<b>OBJECTIVE:</b> Improved Water Resources Management <b>APPROVED:</b> __/__/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan				<b>Objective ID:</b> 278-002-01
<b>RESULT NAME:</b> (SO Level)				
<b>INDICATOR:</b> 2.2 Volume of fresh water made available				
<b>UNIT OF MEASURE:</b> Cubic Meters (not cumulative)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>	
<b>SOURCE:</b> Water Authority - plant operational records				
<b>INDICATOR DESCRIPTION:</b> Million cubic meters of water made available on an annual basis as a result of USAID activities. These activities include increased technical efficiency in irrigation (only during 1997), improvement to the Zai water treatment plant, rehabilitation of contaminated springs and wells, restructuring/rehabilitation of Amman water network to decrease leakage, and other activities that might be initiated in the future.	1996	(new indicator)	9 MCM	
<b>COMMENTS:</b> <b>1996 Results:</b> Completion of a saline water diversion system resulted in the availability of 9 mcm of water from the Zarqa River.  <b>1997 Results:</b> Full year operation of saline water diversion system resulted in 35 mcm savings. Increased agricultural efficiency resulted in 6.13 mcm of water saved.  <b>1998 Results:</b> Construction began in 1998 on 4 springs (7.45 MCM), but delays with customs and in the supply of pumps meeting specifications shifted completion to early 1999. During the summer the Zai Water Treatment Plant, the main supply to western Amman, was forced to dump water because of its inability to treat poor quality water. USAID provided emergency assistance to allow the plant to resume full operations (45 MCM).  <b>1999 Results:</b> Further modifications to the Zai Plant allowed the plant to operate consistently at full capacity (45 MCM) during the summer of 1999, a period of severe drought. GOJ acceptance of the treatment systems for 4 springs (7.45 MCM) encountered a new problem in 1999 when the Ministries of Water and Health got into a dispute about the quality standards for the springs. After a 5-month delay, a decision was made to require additional disaffection. This work will be completed in mid-2000. Design of the treatment plants for the 3 Kafrein wells and the Salt springs is complete and construction will start in 2000. During 1999, the GOJ decided to eliminate 13 wells that were originally scheduled for rehabilitation by USAID.  <b>2000 Target:</b> The final modifications to the 4 springs will be completed (7.5 MCM) as will the treatment plant the 3 Salt springs (6.5 MCM). Construction of the treatment system for the 3 Kafrein wells will start.  <b>2001 Target:</b> The Kafrein wells (2.2 MCM) will be completed. Construction of the Amman water rehabilitation project will begin. Targets for this project will be determined later, when attribution issues related to this 5-donor project are resolved. Targets for any additional water rehabilitation or supply projects will be developed as appropriate.	1997	42.8 MCM	41.1 MCM	
	1998	52.5 MCM	45 MCM	
	1999	52.5 (7.5 MCM carried over from 1998 target)	45 MCM	
	2000	14 MCM (7.5 MCM carried over plus Salt 6.5 MCM)		
	2001	2.2 MCM		
	2002	TBD		
	2003	TBD		
	2004	TBD		

## PERFORMANCE DATA TABLE FOR JORDAN SO2

<b>OBJECTIVE:</b> Improved Water Resources Management <b>APPROVED:</b> __/__/98 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan				<b>Objective ID:</b> 278-002-01
<b>RESULT NAME:</b> (SO Level)				
<b>INDICATOR:</b> 2.3 Total wastewater treatment capacity available				
<b>UNIT OF MEASURE:</b> Cubic Meters (cumulative)	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>	
<b>SOURCE:</b> WAJ and contract or records				
<b>INDICATOR DESCRIPTION:</b> Total new capacity available to treat wastewater to national standards for irrigation (cubic meters).	1996	0	0	
<b>COMMENTS:</b>  This indicator has been modified to reflect USAID's substantial investments in designing and constructing new wastewater facilities that will meet national standards for irrigation. The modified indicator tracks total new treatment capacity resulting from USAID's direct assistance.  <b>1998 Results:</b> Construction of a wastewater system begun at Wadi Mousa.  <b>1999 Results:</b> Contracts awarded and work begun for the feasibility/design of the Aqaba WW treatment plant expansion and for the design of the North Jordan Valley Plant. Financial feasibility studies and draft BOT documents prepared for the new plant at As-Samra. Construction at Wadi Mousa continued.  <b>2000 Target:</b> Treatment facilities at Wadi Mousa are expected to be put into operation in late 2000.  <b>2001 Target:</b> As-Samra construction to begin.  <b>2002 Target:</b> The first two treatment units of the new As-Samra plant are projected to be operational at the end of 2002 (22 MCM).  <b>2003 Target:</b> The second two treatment units at As-Samra will be placed in service (22 MCM).  <b>2004 Target:</b> The expanded treatment facilities in Aqaba (6.6 MCM) will be placed in operation as well as the third two treatment units at As-Samra (22 MCM).  <b>2005 Target:</b> The final three treatment units at As-Samra will be placed in service (32.5 MCM).	1997	0	0	
	1998	0	0	
	1999	0	0	
	2000	1.2 MCM Wadi Mousa		
	2001	1.2 MCM Wadi Mousa		
	2002	23.2 MCM Wadi Mousa + As-Samra		
	2003	45.3 MCM Wadi Mousa + As-Samra		
	2004	74 MCM		
	2005	106.5 MCM		

## PERFORMANCE DATA TABLE FOR JORDAN SO2

PERFORMANCE DATA TABLE FOR JORDAN SOL			
OBJECTIVE: Improved Water Resources Management		Objective ID: 278-002-01	
APPROVED: __/__/99 COUNTRY/ORGANIZATION: USAID/Jordan			
RESULT NAME: Stronger Water Sector Institutions			
INDICATOR: 2.1.1 Index of water policy implementation			
UNIT OF MEASURE: Index points (1 point for each element)	YEAR	PLANNED	ACTUAL
SOURCE: Ministry of Water and Irrigation records	1995	NA	NA
<b>INDICATOR DESCRIPTION:</b> This indicator was modified in 1999. Description from 1996-1998: Ministry of Water and Irrigation is better able to formulate and effect water policy that will allow for sustainable water supplies in the future. The index included a) adoption of water policy frameworks covering critical issues, b) development of detailed plans for at least 2 key policies, and c) accomplishment of change in at least one key policy.  In 1999 the emphasis of water sector policy support activities shifted from policy development and planning to policy implementation. A revised index of water policy implementation was established, focusing on 1) sustainable groundwater withdrawal policies, and 2) optimized use of treated wastewater for irrigated agriculture, both in the Amman-Zarqa Basin. The components of the new index are: a) Water resources data for sustainable groundwater withdrawal policies are available in a form useful for management decisions. b) Water resources data to support policies for optimal use of treated wastewater are complete in a form useful for management decisions. c) Groundwater reduction incentives are developed and tested. d) A monitoring program is developed for each policy implementation option related to groundwater. e) Wastewater reuse options investigated (technical, economic, user and public acceptance examined) f) Wastewater storage, conveyance and blending options investigated. g) Draft groundwater implementation plan is completed. h) Wastewater reuse masterplan is completed. i) Wastewater reuse standards and processes improved. j) Wastewater reuse monitoring programs developed.	1996	·water policy framework (1)	·water policy framework (1)
	1997	detailed plan for 2 key policies (1)	·water policy framework (1) detailed plans for 2 key policies (2) ·changes in key policies (3)
	1998	·water policy framework (2) detailed plans for 2 key policies (1) changes in key policies (5)	water policy framework (3) detailed plans for 2 key policies (4) changes in key policies (4)
	1999	NA	NA
	2000	a, e, f (3)	
<b>COMMENTS:</b>  <b>1997 Results:</b> "Jordan's Water Strategy" and the "Water & Utility Policy" were approved and an Irrigation Advisory Unit was established in the Jordan Valley Authority. <b>1998 Results:</b> Council of Ministers approved 3 sub-sector policies on wastewater, groundwater and irrigation water and 9 detailed plans were completed.  <b>1999 Results:</b> Building on accomplishments developing the water sector strategy, sub-sector policies and the institutional base for policy analysis and implementation supported by USAID between 1993-1998, the Mission in 1999 shifted the emphasis of its policy support to implementation of key policies in two critical areas: sustainability of aquifers and wastewater reuse planning in the Amman-Zarqa Basin. During 1999, the initial policy assessment/project design process was completed, a new TA contract was awarded and a detailed workplan was developed. <b>2000 Target:</b> Groundwater data will be reported in formats useful for making allocation decisions and a socio-economic survey of current groundwater use will be conducted. Wastewater reuse options (including storage, conveyance and blending alternatives) will be identified as first phase of developing a wastewater reuse masterplan.  <b>2001 Target:</b> Additional index milestones related to reducing groundwater depletion and development a wastewater reuse masterplan will be achieved.  <b>2002 - 2004 Targets:</b> The current program was designed for an initial two years. Depending on the results achieved, the program may be extended. New targets would be established at that time.	2001	b, c, d, g, h, i, j	
	2002		
	2003		
	2004		



Country/Organization: Jordan

Objective ID: 278-003-01

Objective Name: Improved Access to and quality of Reproductive and Primary Health Care

Self Assessment: On Track

Self Assessment Narrative: Met Expectations

Primary Link to Strategic Agency Framework: 4.1 Unintended Pregnancies Reduced  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |   |  |
|---|--|
| <input type="checkbox"/> 1.1 Private Markets                          | <input type="checkbox"/> 1.2 Agricultural Development/Food Security    |
| <input type="checkbox"/> 1.3 Economic Opportunity for Poor            | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                  |
| <input type="checkbox"/> 2.2 Credible Political Processes             | <input type="checkbox"/> 2.3 Politically Active Civil Society          |
| <input type="checkbox"/> 2.4 Accountable Gov't Institutions           | <input type="checkbox"/> 3.1 Access to Education/Girl's Education      |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development | <input checked="" type="checkbox"/> 4.1 Unintended Pregnancies Reduced |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition            | <input checked="" type="checkbox"/> 4.3 Child Birth Mortality Reduced  |
| <input type="checkbox"/> 4.4 HIV/AIDS                                 | <input type="checkbox"/> 4.5 Infectious Diseases Reduced               |
| <input type="checkbox"/> 5.1 Global Climate Change                    | <input type="checkbox"/> 5.2 Biological Diversity                      |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution       | <input type="checkbox"/> 5.4 Environmentally Sound Energy              |
| <input type="checkbox"/> 5.5 Natural Resource Management              | <input type="checkbox"/> 6.1 Impact of Crises Reduced                  |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met       | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed   | <input type="checkbox"/> 7.2 Program Effectiveness Improved            |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured   | <input type="checkbox"/> 7.4 Technical/Managerial Capacity Expand      |

Link to U.S. National Interests: Global Issues: Environment, Population, Health

Primary Link to MPP Goals: Population

Secondary Link to MPP Goals (optional): Health

**Summary of the SO:**

USAID's Improved Access to and Quality of Reproductive and Primary Health Care SO addresses important U.S. foreign policy objectives related to global issues, in this case focused on population and health concerns. Indirectly, smaller and healthier families also contribute toward greater economic prosperity and regional stability. Finally, initiatives funded under SO 3 make tangible contributions to several Agency concerns, including those related to population stabilization, maternal health care, gender concerns, and environmental degradation.

Results under this Strategic objective once again exceed targets. For example, the 1999 Jordan Annual Fertility Survey revealed that the total contraceptive prevalence rate reached 56.7 percent, surpassing the target established by the National Population Commission (NPC). Total fertility rates continue to decline and have now reached 3.8 children per woman, including a significantly strong downward trend in fertility for women in their peak childbearing years (aged 20-34). Despite rapidly declining fertility rates and the increased use of contraceptives, Jordan's natural population increase of approximately 2.5 percent annually remains high. This in turn strains Jordan's limited natural resource base (including water), and its ability to deliver badly needed social and economic services (including jobs).

**Key Results:**

All planned intermediate result targets were met or exceeded. The projected increase from 14 to 21 Comprehensive Postpartum centers (CPP) should be complete by April 2000, including renovation work and staff training. During 1999, 65 percent of the women who delivered in hospitals with CPP centers returned for postpartum and family planning services. This exceeded the target figure by 5 percent and represents a remarkable eleven fold increase since the project began in 1996. The \$40 million primary health care initiatives project, based in part on "lessons learned" under CPP, has now been launched.

USAID also supported an innovative communications program aimed at men and religious leaders undertaken by NPC. In surveys undertaken following the campaign, 90 percent of the men interviewed could correctly comprehend and explain family planning messages. At the same time, the percentage of men who want to use family planning increased from 74 to 84 percent. The year ended on a hopeful note, with a government commitment to provide the NPC with a seven year endowment using local currency associated with the USAID cash transfer program. Finally, the Jordan Association for Family Planning and Protection (JAFPP), which provides one quarter of the family planning services available in the country, made substantial progress in becoming financially self-sufficient. The percentage of operational costs recovered from fees for services at the five USAID-supported project clinics has now reached 90 percent.

**Performance and Prospects:**

Significant progress is being achieved under all four intermediate results. Various elements of the project are mutually supportive, with progress under one IR often helping to reinforce change in other ones. As a result of mass media programs and communication campaigns, clear headway is being made under IR 3.1 (Increased Knowledge of Contraceptives). For example, for the first time since 1995, religious leaders expressed interest in improving their knowledge of family planning and gender issues. Also, the percentage of men who want to use family

planning increased from 74 percent to 84 percent, while the percentage of men who want more children decreased from 32 percent to 29 percent. Another USAID-supported media campaign increased support for family planning counseling services and contributed to the continued dramatic increase in visits to CPP centers located across the country.

More than half of all USAID resources under SO 3 have been allocated to increasing the availability and quality of reproductive and primary health care services under IR 3.2. As a result of the new \$40 million health initiatives project implemented by Abt Associates, the focus has moved from the hospital-based CPP centers to the Ministry of Health's network of 380 primary health care centers. The intent is to improve the quality, management and efficiency of services at these centers. Specific interventions are being organized around training, communications, quality of care, information systems, research, and the improvement of physical facilities. The needs assessment now underway will serve as the basis for project implementation over the next three years.

The private sector continues to serve as the main provider of family planning services and is the main focus of activity under IR 3.3. With the arrival of a long-term senior resident advisor, new activities are anticipated for 2000. The completion of a draft plan and a marketing study should also aid in this effort. Areas of emphasis will likely include improved marketing, better service, and expanded employer programs.

IR 3.4 emphasizes increased rationalization of Jordan's health care financing system. Despite declining fertility rates, rapid population growth due to the increased number of women entering their peak child bearing years places enormous pressure on the health care system, especially in the area of reproductive and primary health care. The first phase of a National Health Accounts (NHA) has been completed, providing much better understanding of government expenditures in health. One finding suggests that the health sector accounts for 9.4 percent of government expenditures, much higher than the previous estimate of 7 percent. Another finding underscores the fact that expenditures for curative care are disproportionately high. Other relevant policy studies include a profile of the uninsured and a study on the willingness on the part of Jordanians to pay for health insurance. USAID through the Centers for Disease Control (CDC) is also helping the government develop its epidemiological surveillance system. This in turn should allow theGOJ to better plan and budget for the country's most prevalent health needs.

Significant progress has been made in strengthening policy. Achievements include acceptance for the first time of demographic goals in the national development plan; revision of the national strategy for women; completion of a survey of parliamentarians on population issues; and strengthened capacity for planning on population and reproductive health issues. USAID also helps support the Princess Basma Women's Resource Center. Among other things, this support resulted in a new publication in Arabic and English by the center entitled "Jordan's Women's Status – Past and Present". Finally, USAID provided substantial assistance to the Department of Statistics (DOS) to strengthen its ability to plan and implement surveys. This work, while important to Jordan, also plays an important role in better understanding and monitoring USAID initiatives in Jordan. USAID-supported activity undertaken recently includes completion of the 1999 Jordan annual fertility survey; a seminar on the results of the Demographic Health Survey (DHS); and a variety of secondary analyses on reproductive health topics. Plans for next year

include two new national surveys on health expenditure and on attitudes and practices among youth as well as Jordan's third annual fertility survey. Additional support for DOS will come under SO 5 ("Economic Opportunity"), an example of the synergy as well as mutually supportive activity that USAID/Jordan attempts to encourage among its three SOs.

### **Possible Adjustments to Plans:**

Although the policy environment for family planning is largely positive, USAID plans to expand policy dialogue efforts, assisted in part by forthcoming studies on barriers to family planning and decentralization of health services. Recommendations provided by these studies should help further shape program activities and overcome identified constraints. Additional assistance is also planned for the private sector, now providing over 60 percent of the family planning services available in Jordan.

Last year, the formulation of SO 3 was changed to "Improved Access to and Quality of Reproductive and Primary Health Care," reflecting an expansion of program focus to include the primary health care initiatives project. USAID/Washington also approved a second SO 3 indicator ("visits for reproductive health services increased from estimated 6 percent in 1998 to 40 percent of total primary health care services in 2004") to help measure SO progress. The Mission now believes that this indicator needs to be modified to reflect findings of the primary health care initiatives needs assessment now underway. Once this assessment is complete, USAID/Jordan will work with Abt Associates and the Ministry of Health to recommend a new indicator, collect baseline data and set targets. With Washington approval, this new indicator would be included in next year's R4. The Mission has omitted performance data table 3.4.2 from last year's R4 to conform with reporting requirements. This indicator was achieved as reported in the performance and prospects section.

### **Other Donor Programs:**

USAID is the largest donor in this sector. The World Bank has a new, complimentary health sector reform initiative. Disbursements against this \$50 million program so far have only reached \$3.7 million. USAID also works closely with UNFPA, UNICEF and JICA whose involvement in Jordan's health and population sector is relatively modest (e.g., less than \$1 million). The Ministry of Health provides personnel and facilities for various USAID-funded activities. Last year, the Ministry also contributed some \$300,000 in equipment for hospitals in which USAID-funded CPP centers are located. In addition, Jordan Television provided \$225,000 in free prime-time advertising for USAID-funded family planning "infomercials."

### **Major Contractors and Grantees:**

Major contractors and grantees include Johns Hopkins University, Harvard University, Abt Associates, Pathfinder, Futures Group, Deloitte Touche Tohmatsu, John Snow, Academy for Educational Development, U.S. Bureau of Census, and the Centers for Disease Control. Major host country partners include the Ministry of Health, National Population Commission, Jordan University Hospital, Royal Medical Services, the Department of Statistics, and various NGOs.

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE NAME:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>Objective ID:</b> 278-003-01 <b>APPROVED:</b> January 22, 1999 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> (SO Level).			
<b>INDICATOR:</b> 3.1 Modern Method Contraceptive Prevalence Rate.			
<b>UNIT OF MEASURE:</b> Women 15-45. <hr/> <b>SOURCE:</b> 1997 Demographic Health Survey. 1998 Jordan's Annual Fertility Survey. 1999 Jordan's Annual Fertility Survey <hr/> <b>INDICATOR DESCRIPTION:</b> Modern methods are: oral contraceptives, IUD, DMPA, Foam, Condom, Norplant and Tubal Ligation. <hr/> <b>COMMENTS:</b> The SO exceeded the planned limits of modern CPR 1999.  1. The 1996 KAP reported 38.8% modern method CPR, using a sample of 1,000 women. 2. Preliminary 1997 DHS reported 37.8% based on a sample of 5,000 women. The team believes results are close enough to be comparable and demonstrate that the program is on target. 3. Jordan's 1998 Annual Fertility Survey reported a 38.7% modern CPR on a sample of 5000 women. 4. Jordan's 1999 Annual Fertility Survey reported a 39.8% modern CPR on a sample of 6000 women.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1990		27%
	1996	35.8	38.8% <sup>1</sup>
	1997	37.1	37.8 <sup>2</sup>
	1998	39.3	38.7 <sup>3</sup>
	1999	39.2	39.8 <sup>4</sup>
	2000	40.8	
	2001	41.8	
	2002	42.5	
	2004	43.7	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE NAME:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>Objective ID:</b> 278-003-01 <b>APPROVED:</b> January 22, 1999 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR1: Improved Knowledge of Contraceptives.			
<b>INDICATOR:</b> 3.1.1 60% of MCRA correctly comprehend a given message.			
<b>UNIT OF MEASURE:</b> % of married couples who, having heard a method - specific message, are able to paraphrase the main idea. <hr/> <b>SOURCE:</b> Results of focus group discussions on 24 women of reproductive age <sup>1</sup> . Results of focus group discussions on 65 married individuals <sup>2</sup> . Results of 4 pretests on 99 married individuals <sup>3</sup> . <hr/> <b>INDICATOR DESCRIPTION:</b> 2 radio spots on exclusive breastfeeding and lactational amenorrhea criteria <sup>1</sup> . 4 method specific brochures on vasectomy, tubal ligation, LAM, spermicides <sup>2</sup> . A contest run in local newspapers, on modern FP methods and gender equity <sup>3</sup> . <hr/> <b>COMMENTS:</b> The IR exceeded expectations for 1999. 1. Linkages Breastfeeding activity. 2. CPP IE&C activity. 3. Johns Hopkins/National Population Commission's male participation activity. Target achieved but we will report every year as new IE&C materials are developed.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	60	60
	1996	60	70
	1997	60	84
		60	75
	1998	60	96
		60	100
	1999	60	80% <sup>1</sup>
		60	87% <sup>2</sup>
		60	89% <sup>3</sup>
	2000	60	
	2001	60	
	2002	60	
	2004	60	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE NAME:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>Objective ID:</b> 278-003-01 <b>APPROVED:</b> January 22, 1999 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR2: Increased Availability of Reproductive and Primary Health Care Services in the Public Sector.			
<b>INDICATOR:</b> 3.2.1 Percentage of women who deliver in hospitals with CPP centers and return for postpartum care, the proportion hopefully increasing from 6% in 1990 to 60% in 1999.			
<b>UNIT OF MEASURE:</b> % of women who return for postpartum care at CPP centers. <hr/> <b>SOURCE:</b> CPP centers records. <hr/> <b>INDICATOR DESCRIPTION:</b> Women who deliver in a hospital with a CPP center who return to receive post partum care in the USAID funded CPP center. <hr/> <b>COMMENTS:</b> This indicator exceeded its target in the year 1999, suggesting that high quality of services at CPP centers is attracting women to return for services.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1990		6
	1997	30	35
	1998	45	46
	1999	60	65
	2000	60	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE NAME:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>Objective ID:</b> 278-003-01 <b>APPROVED:</b> January 22, 1999 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR4: Increased Rationalization of Health Financing Systems .			
<b>INDICATOR:</b> 3.4.1 Increased Revenue generation in JAFPP clinics.			
<b>UNIT OF MEASURE:</b> % of operational costs recovered. <hr/> <b>SOURCE</b> JSI/R&TI reports. JAFPP clinic records. <hr/> <b>INDICATOR DESCRIPTION:</b> Percentage of operational costs recovered annually. <hr/> <b>COMMENTS:</b> The indicator has exceeded its target for 1999.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997		50%
	1998	60%	62%
	1999	70%	89.7%
	2000	80%	



Country/Organization: Jordan

Objective ID: 278-005-01

Objective Name: Increased Economic Opportunities for Jordanians

Self Assessment: Exceeding Expectations

Self Assessment Narrative: Exceeding Expectations

Primary Link to Strategic Agency Framework: 1.1 Private Markets  
(please select only one)

Secondary Link to Strategic Agency Framework:  
(select as many as you require)

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> 1.1 Private Markets                | <input type="checkbox"/> 1.2 Agricultural Development/Food Security          |
| <input checked="" type="checkbox"/> 1.3 Economic Opportunity for Poor  | <input type="checkbox"/> 2.1 Rule of Law/Human Rights                        |
| <input type="checkbox"/> 2.2 Credible Political Processes              | <input type="checkbox"/> 2.3 Politically Active Civil Society                |
| <input checked="" type="checkbox"/> 2.4 Accountable Gov't Institutions | <input type="checkbox"/> 3.1 Access to Education/Girl's Education            |
| <input type="checkbox"/> 3.2 Higher Education/Sustainable Development  | <input type="checkbox"/> 4.1 Unintended Pregnancies Reduced                  |
| <input type="checkbox"/> 4.2 Infant/Child Health/Nutrition             | <input type="checkbox"/> 4.3 Child Birth Mortality Reduced                   |
| <input type="checkbox"/> 4.4 HIV/AIDS                                  | <input type="checkbox"/> 4.5 Infectious Diseases Reduced                     |
| <input type="checkbox"/> 5.1 Global Climate Change                     | <input type="checkbox"/> 5.2 Biological Diversity                            |
| <input type="checkbox"/> 5.3 Sustainable Urbanization/Pollution        | <input type="checkbox"/> 5.4 Environmentally Sound Energy                    |
| <input type="checkbox"/> 5.5 Natural Resource Management               | <input type="checkbox"/> 6.1 Impact of Crises Reduced                        |
| <input type="checkbox"/> 6.2 Urgent Needs in Time of Crisis Met        | <input type="checkbox"/> 6.3 Security/Basic Institutions Reestablished       |
| <input type="checkbox"/> 7.1 Responsive Assist Mechanisms Developed    | <input checked="" type="checkbox"/> 7.2 Program Effectiveness Improved       |
| <input type="checkbox"/> 7.3 Commit Sustainable Development Assured    | <input checked="" type="checkbox"/> 7.4 Technical/Managerial Capacity Expand |

Link to U.S. National Interests: Economic Prosperity

Primary Link to MPP Goals: Economic Development

Secondary Link to MPP Goals (optional): Regional Stability

**Summary of the SO:**

USAID/Jordan's Increased Economic Opportunities Strategic Objective addresses key U.S. foreign policy objectives, including economic development and open markets, global growth and regional stability. The SO also contributes directly to several USAID goals and objectives including broad-based economic growth, strengthened markets, and expanded access and opportunity for the poor.

The SO supports three intermediate results: (1) increased access to business services; (2) more effective identification and implementation of policy reform; and (3) an improved environment for sustained policy reform through a policy-based, cash transfer program. These three initiatives address Jordan's key economic growth challenges, reinforce a market-based foundation for sustainable economic growth and direct significant resources toward small and medium businesses. The Strategic Objective achieved important results during 1999 and at this point is exceeding expectations.

**Key Results:**

Economic reform-related results for the most part met or exceeded specific targets. Most significantly, the Government of Jordan (GOJ) initiated a comprehensive legal and regulatory reform agenda that enabled it to qualify for WTO accession. Also, with USAID-funded technical assistance, the GOJ completed the privatization of the Jordan Telecom Company and accelerated the privatization of Royal Jordanian Airlines. Business service activities made similarly useful contributions. For example, microfinance services now reach more than 13,000 active borrowers, a 100 percent increase from 1998. The Jordan-U.S. Business Partnership (JUSBP) provided extensive firm-level assistance to small and medium sized firms during its first full year of operations. Against this backdrop of substantial progress, the annual GDP growth rate of approximately two percent remains disappointing. Also, total foreign and domestic investments facilitated by the USAID-funded Investment Promotion Corporation reached an estimated \$773 million, short of the ambitious SO target of \$940 million. Hopefully, both figures will improve as the impact of WTO accession and a series of other economic restructuring reforms began to have wider impact on Jordan's economy.

**Performance and Prospects:**

Initial fears about economic instability in Jordan's transition to a new political leadership proved unfounded. On the contrary, King Abdullah's emphasis on the economy as the key issue facing Jordan resulted in a series of wide-ranging measures designed to open markets, overcome structural economic obstacles, build competitiveness and integrate the country more closely within the global economy. USAID/Jordan's economic opportunity SO contributed to this effort in a number of important ways, building on King Abdullah's energetic leadership to help accelerate the process of promoting a world-class economic and business environment and expanding prospects for increased private sector trade and investment.

USAID also expanded the impact of its business services activities. As noted, microfinance services now reach more than 13,000 active borrowers, double the 1998 figure. Repayment rates of 98 percent are similarly impressive. To support further expansion, USAID established a formal microfinance training and professional certification program at the Jordan Institute of

Banking Studies. The fact that Jordan's Queen Rania is emerging as a world spokesperson on microfinance further assists USAID initiatives in this area. Prospects for next year appear good, with the microfinance program continuing to demonstrate that the USAID program is providing tangible, grassroots benefits to poorer segments of Jordanian society, including women.

Agreements to provide firm-level assistance to improve marketing, quality standards and management at small- and medium-sized companies were signed with 60 firms during the first year of operation under the USAID-funded Jordan U. S. Business Partnership (JUSBP) initiative. JUSBP also worked jointly with USAID's Access to Microfinance and Implementation of Policy Reform Program (AMIR) to develop a comprehensive strategy to develop Jordan's software and information technology industry. With 53 percent of Jordan's population under the age of 20, the launch of a new school-based youth business skills initiative (INJAZ; "Achievement" in Arabic) appears to be off to a promising start. Among other things, it promotes entrepreneurship and should enhance business skills as a new generation of youth enters the job market.

Unprecedented progress under the policy implementation component of SO 5 is the major reason why the Mission believes that this SO is "exceeding expectations," despite the fact that not all targets have been met. In particular, Jordan's preliminary accession to the WTO should have positive benefits for years to come. Significant progress was achieved in several additional areas as a result of the WTO accession process. This includes new WTO-consistent copyright, trademark and patent laws drafted and enacted with USAID assistance. The enactment of thirteen more WTO-related laws during 2000 should also help advance the broader economic restructuring process in Jordan.

Financial market reform received increased USAID emphasis during 1999, with the initiation of a new capital markets activity under AMIR. Key objectives include the automation of securities clearing and settlement, as well as the certification and training of brokers. Also, a government debt securities market initiative was started at the Ministry of Finance, with technical assistance from the U.S. Department of Treasury. In addition, the USAID-funded World Bank "trust fund" provided high-quality advisory services to support several major privatization transactions and help develop a modern insurance industry and improved accounting and audit standards.

Through the AMIR business association activity, USAID helped launch Jordan's first private sector-driven, national-level economic strategy initiative. Known as "Jordan Vision 2020," this has led to an innovative public-private sector partnership focused on key reforms needed to ensure Jordan's competitiveness in a global economy. This, in turn, became the catalyst for an innovative public-private partnership in late 1999 that was initiated by King Abdullah and focused on key reforms that need to be undertaken to promote private sector growth and investment. USAID was vitally involved, not only in the launch of "Jordan Vision 2020" but also in supporting background strategies and action plans related to information technology and the proposed Aqaba free trade zone, both of which are viewed as important elements in promoting economic growth in Jordan.

On a probably one-time basis, USAID's policy-based balance of payments program doubled in 1999, from the planned level of \$50 million to \$100 million. The increase came about as a result of Wye Supplemental funding for Jordan. As in previous years, disbursement was conditioned

on key economic reforms related to trade and investment, financial and legal reforms, and privatization. This in turn supported the comprehensive legal and regulatory reform agenda that enabled Jordan to qualify for WTO accession. Also, the GOJ completed the privatization of the Jordan Telecom Company and accelerated the privatization of Royal Jordanian Airlines. Cash transfer-associated local currency also supported USAID and GOJ development priorities.

Prospects are good for continued USAID economic opportunity results during 2000. However, as a cautionary note it is important to mention that the overall Middle East peace process involving the Palestinians, Syria and perhaps ultimately Lebanon has an important impact on Jordan. Also, continued economic sanctions against Iraq place a heavy burden on Jordan's economy that will hopefully one day be lifted (before the imposition of sanctions, the Iraqi market accounted for at least one third of Jordan's exports). In this regard, the overall stagnant economic growth rates experienced in Jordan during the past three years still pose a threat to sustaining public support for key economic reforms and projecting a positive business-friendly image for investors. The sobering fact for Jordan is that it can do virtually everything "right" on the economic restructuring and reform front—and still fall victim to the vagaries of international politics as well as its geographic location in one of the more unstable regions of the world.

#### **Possible Adjustments to Plans:**

Using the anticipated Wye Supplemental funding for FY 2000, USAID plans to start several assistance activities in the economically depressed southern region of Aqaba. Potential activities include development of a modern light industrial estate with Qualifying Industrial Zone (QIZ) status; technical assistance to establish a freeport/special economic zone; and development of a small and medium business center in Aqaba. Feasibility studies are now being carried out for the industrial estate and business center. Development of the Aqaba Freeport/Special Economic Zone is contingent on the GOJ making a final decision regarding this proposal. The Mission is also reviewing an unsolicited proposal that could possibly entail USAID support for a business-oriented eco-tourism initiative that would have national impact.

#### **Other Donor Programs :**

USAID was the largest donor in the economic growth area in 1999. The World Bank provided \$100 million to support the GOJ's economic reform program. Japan provided \$25 million in grant funding. The European Union provided approximately \$80 million in policy-based budget support, aimed in part at supporting Jordan's political transition, various UN agencies, the European Investment Bank, United Kingdom, Canada and Germany provided grants for various economic development activities. USAID works especially closely with the World Bank and the U.K. in economic policy reform implementation, and the UNDP in the microfinance sector.

#### **Major Contractors and Grantees:**

Major contractors and grantees include Chemonics, Save the Children, Cooperative Housing Foundation, International Executive Service Corps, UNDP, the World Bank and Peace Corps. USAID's primary GOJ counterpart is the Ministry of Planning. USAID also works closely with the Ministries of Industry and Trade and Finance, the Central Bank, the Customs Department, the Jordan Securities Commission and the Investment Promotion Corporation. In addition, USAID programs under SO 5 include close partnerships with numerous business associations, private sector firms and NGOs.

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE NAME:</b> SO5 Increased Economic Opportunities for Jordanians <b>Objective ID:</b> 278-005-01 <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> (SO Level).			
<b>INDICATOR:</b> 5.1 Percentage increase in number of companies registered.			
<b>UNIT OF MEASURE:</b> Percent increase (year-to-year).  <b>SOURCE:</b> Central Bank of Jordan Statistical Bulletin.  <b>INDICATOR DESCRIPTION:</b> Number of newly registered companies, expressed as a percentage of all registered companies.  <b>COMMENTS:</b> This indicator measures the growth rate of the number of new business entrants. While not all businesses that register actually start up operations, business registration is a reasonable proxy measure for overall business confidence and investor optimism. Business registration results are to be achieved through helping to create improved economic and business enabling environments, the streamlining of business registration and set-up procedures, assistance to the Investment Promotion Corporation (IPC), and business association and firm-level assistance activities. The 1999 figure for the number of companies registered shows a further decline. This can be attributable to the passing away of the late King Hussein during the first quarter of 1999 and the subsequent uncertainty associated with the accession to the throne of his son, the current king Abdullah. King Abdullah's commitment to economic reforms since his accession and the related positive developments such as increased privatization and the accession of Jordan to the World Trade Organization (WTO), leads us to believe that the projected growth for 2000 is still reasonable. That said, Jordan will continue to be impacted negatively by regional political events and the U.N. sanctions against Iraq.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1996	--	0% (4,217)
	1997	1.0%	1.8% (4,294)
	1998	1.5%	- 4.8% (4,087)
	1999	2.0%	-8.1% (3,755)
	2000	2.5%	
	2001	3.0%	

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE NAME:</b> SO5 Increased Economic Opportunities for Jordanians <b>Objective ID:</b> 278-005-01 <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 5.1 Increased Access to Business Services.			
<b>INDICATOR:</b> 5.1.1 Number of borrowers obtaining micro- and small-enterprise credit.			
<b>UNIT OF MEASURE:</b> (Men/Women/Total).  <b>SOURCE:</b>  Save the Children (SAVE), Jordan Loan Guarantee Corporation (JLGC), Cooperative Housing Foundation (CHF) , the Jordan Micro Credit Company (JMCC) and Ahli Microfinancing Company (AMC).  <b>INDICATOR DESCRIPTION:</b>  Number of micro- and small-enterprise active credit clients of USAID-supported institutions.  <b>COMMENTS:</b>  This indicator is intended to convey the "depth" of outreach -- in other words, the extent to which credit services are reaching under-served clients and the poor. These finance institutions received funding for MIS and targeted technical assistance aimed at instilling microfinance best practices during the first two years of the program. Since not all grantees feature gender disaggregated targets in their programs, targets for this indicator do not feature gender disaggregation. Actuals from all grantees are, however, gender disaggregated. For informational purposes the actuals in this table include this dimension. Actuals for the out years are displayed as follows: Men/Women/Total. The actual number of active micro and small credit clients for 1999 has exceeded the targeted number by 24%. SAVE/JWDS and CHF are the major contributors to this number. USAID anticipates a continuing increase in the number of borrowers for 2000, as microfinance program activities move from start-up to full implementation.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1996		2,708
	1997	4,320	8,486
	1998	5,600	M/W/T (963/ 5,348/ 6,311)
	1999	10,700	(2876/10382/ 13258)
	2000	12,400	
	2001	15,000	

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE NAME:</b> SO5 Increased Economic Opportunities for Jordanians <b>Objective ID:</b> 278-005-01 <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 5.2 More Effective Identification and Implementation of Policy Reform			
<b>INDICATOR:</b> 5.2.2 Level of foreign direct and domestic investments facilitated by Investment Promotion Corporation (IPC) incentives.			
<b>UNIT OF MEASURE:</b> Expressed in millions of U.S. dollars.  <b>SOURCE:</b>  Investment Promotion Corporation (IPC): Director General.  <b>INDICATOR DESCRIPTION:</b>  Sum of the values of foreign direct and domestic investments through companies benefiting from IPC incentives.  <b>COMMENTS:</b>  The level of foreign direct and domestic investment facilitated through the IPC is a good indicator of the overall investment and business climate in Jordan. USAID is providing assistance to the IPC in re-engineering its operations to bring it closer to international best practices in investment promotion. During 1999, progress was achieved in a number areas, including investor targeting, investor follow-up and tracking, and developing a strategy to promote foreign direct investment, especially through the rapidly growing Qualified Industrial Zone (QIZ) scheme. While total investments for 1999 increased by 15%, compared to 1998, this figure is still short of USAID's target of \$940 million. Most of the increase was in the industrial sector, which registered a 100% increase from 1998. The investment target for 2000 remains unchanged.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1996	--	492
	1997	590	535
	1998	730	675
	1999	940	773
	2000	1,200	
	2001	1,540	

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE NAME:</b> SO5 Increased Economic Opportunities for Jordanians <b>Objective ID:</b> 278-005-01 <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 5.3 Improved Environment for Sustained Policy Reform			
<b>INDICATOR:</b> 5.3.6 Progress toward privatization of state-owned enterprises (SOE's).			
<b>UNIT OF MEASURE:</b> <hr/> <b>SOURCE:</b> Prime Ministry's Executive Privatization Unit (EPU) and Ministry of Finance. <hr/> <b>INDICATOR DESCRIPTION:</b> Cumulative number of major SOE privatization transactions and cumulative value of SOE assets transferred to private ownership or management control. <hr/> <b>COMMENTS:</b> Since 1998, the USAID-funded World Bank technical assistance fund has provided assistance to the EPU to improve its capabilities to plan and implement an overall privatization strategy, as well as carry out specific privatization transactions in a range of sectors, including energy, transport, telecom, transport and water. The EPU is now fully staffed and has sufficient funding for its operations. In 1998, the GOJ sold a 33% stake in the Jordan Cement Factories Corporation to a French cement firm. During calendar 1999, \$88.6 million worth of assets were privatized, as follows: Ma-in Spa (\$5 million); WAJ management contract (\$8.8 million); Aqaba Railway Corporation (\$28 million); various holdings of the Jordan Investment Corporation (\$41.8 million). Total GOJ assets transferred to private sector control exceeded our target by \$38.6 million. It should be further noted that the Aqaba Railway privatization will leverage an additional \$110 million in private (mostly foreign) investment in a new fertilizer plant.  The Jordan Telecommunication Company was privatized in January 2000, This transaction will be reported in next year R4. We expect that the bidding process for Royal Jordanian Airlines will be undertaken in late 2000.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1998	--	EPU fully staffed. JTC privatization initiated. EPU targets established.
	1999	EPU Public Awareness program operational. Cumulative US\$ 50 million assets privatized.	PA program presently being implemented. \$88.6 million of assets were privatized. See Comment.
	2000	Cumulative US\$ 100 million assets privatized.	
	2001	At least 3 major privatization transactions completed. Cumulative US\$ 150 million assets privatized.	



## R4 Part III: Resource Request

**Overview:** Jordan's planned assistance levels are sufficient to meet the Mission's ambitious development agenda for the next three years. The Mission anticipates a core operating year budget (OYB) of at least \$150 million annually in FY 2000, FY 2001 and FY 2002. In addition, a \$50 million Wye accord supplement is planned for FY 2000. The Mission expects to obligate \$200 million in FY 2000 and FY \$150 million in FY 2001 and FY 2002, all in ESF funds.

**Financial Plan:** Funding levels needed to achieve our three Strategic Objectives over the next three years are detailed below. Allocations among strategic objectives are similar to those presented in the 2001 R4. The Wye accord supplement of \$50 million in FY 2000 will be allocated among the water (\$23 million), economic opportunities (\$22 million) and health (\$5 million) SOs.

Strategic Objective	FY00 OYB	FY00 Expenditures	FY01 OYB	FY01 Expenditures	FY02 OYB	FY02 Expenditures
1. Water	83	33	60	43	60	93
2. Health/Pop	20	16	15	16	15	15
3. Ec Opp.	97	75	75	74	75	72
TOTAL	200	124	150	133	150	180

USAID/Jordan's strategic construct is flexible enough so that annual allocations among SOs can be readily adjusted, based upon implementation progress and pipelines. The Mission may incur pipelines in excess of 24 months for the overall program at the end of FY 2000. This is mainly due to the length of time required to design and construct badly needed water infrastructure projects. Also, the additional \$50 million in Wye funding in FY 2000 will lead to an inevitable increase in the pipeline over the short term. During the next three years, the Mission will monitor obligations and expenditures to ensure that an appropriate balance is maintained.

**Global Bureau Programs :** Several Global Bureau activities remain critical to achieving our strategic objectives. We plan to procure approximately \$21 million in Global Bureau services and commodities through 2002. All of these initiatives would be undertaken using Global Bureau-obligated field support.

**Workforce and Operating Expenses:** USAID/Jordan workforce and operating expense budgets (OE) are based on the ANE Bureau-provided USDH workforce planning levels for this planning period. The number of USDH positions remain constant at 11 in each of the next three years and retain the current organizational structure with no Deputy Director. The FSN staffing level will also remain constant at 39 employees, along with three US PSCs. The operating expense budgets for each year represent the minimum level of operational resources necessary to responsibly and effectively manage a \$850 million plus program during the next three years. Utilizing FY 2000's OYB as an example, each of the 11 USDHs manage an average of \$18.2 million in new program obligations per year (i.e., \$200 million/11 USDHs). Of these 11 individuals, six USDHs have direct program implementation responsibilities (including the Mission Director). Of those six USDHs with direct program management responsibilities, each manages \$33.3 million annually or approximately a \$100 million portfolio for this R4 planning period (i.e., \$33.3 million/year for three years). These figures exclude the annual \$50 million-

equivalent local currency program. Any workforce reductions below these levels will reduce management and accountability controls to unacceptable levels.

The table below summarizes the Mission's budget request. The increases between fiscal years are primarily due to a combination of USDH turnover; estimated FSN salary increases; increased NXP procurement; implementing new Agency Forwarding guidelines in FY 2000 and increased ICASS costs.

<b>Operating Expense Budget (\$000)</b>			
	Appropriated Dollars	Trust Funds	Total Budget
FY2000	\$1,775	\$ 850	\$2,625
FY2001	1,962	1,000	2,962
FY2002	2,175	1,000	3,175

The unusually low level of USDH turnover in FY 2001 combined with a larger number of moves, of which two are anticipated moves to USAID/W, during FY 2002 make the FY 2002 budget appear inflated. A closer analysis shows that 100 percent of the net increase between FY 2001 and FY 2002 is attributable to anticipated USDH transfers (education allowance, moving costs, etc.) which the Mission does not control. For budgeting purposes, each replacement USDH is assumed to have two school-aged children or the same number as the incumbent, whichever is larger. FY 2000 reflects actual number of children for employees already assigned to Jordan. This, combined with implementing the Agency's new Forward Funding guidelines for FY 2000, reduced the FY 2000 budget and thus makes subsequent budgets appear inflated.

After a slight increase in FY 2001 due to slightly heavier replacement cycle costs for residential furniture and new required firewall protection for the computer network, NXP returns in FY 2002 to approximately the FY 2000 levels. Increased in-country travel costs reflect the increased OYB and the increased number of activities that now require overnight travel. Estimated FSN salary raises and the resultant ICASS costs account for the remaining increases. A modest FSN salary increase is included for each fiscal year.

The Mission anticipates ICASS expenses of \$430,000 in FY 2000; \$475,000 in FY 2001 and \$500,000 in FY 2002. The significant increase between FY 2000 and FY 2001 is partly due to adding a Regional Medical Officer position to the Embassy staff.

USAID/Jordan's substantial increase in program funds enabled the Mission to negotiate a \$6 million equivalent increase to the local currency Trust Fund Agreement in late FY 1999. The increase in the Trust Fund will provide \$1 million for each of the fiscal years 2001 to 2006.

**Capital Investment Fund:** USAID/Jordan requests \$46,000 (including Freight) in FY 2001 and again in FY 2002 to replace its aging LAN servers. In the past, our servers have been upgraded in a piecemeal fashion. This has resulted in a LAN that, while operational, is far from optimal. With more Agency applications requiring adequate computer accessibility, an upgrade is urgently required.

**ICASS Reimbursement:** USAID/Jordan is not an ICASS provider, thus the tables are zero.

## Accessing Global Bureau Services Through Field Support and Buy-Ins

Objective Name	Field Support and Buy-Ins: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)			
				FY 2001		FY 2002	
				Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO3 Improved Access to and Quality of Reproductive and Primary Health Care	936-3043.04 Measure (BUCEN-SCILS)	H	2000-2004		1,000		1,000
	936-3083.01 Measure (DHS)	H	2000-2004		800		800
	936-3052 IEC Support Project	H	2000-2004		1,750		2,000
	936-3068 AVSC International	H	2000-2004		750		1,000
	936-3078 Policy Project	H	2000-2004		300		300
	936-3057 Central Contraceptive Procurement	H	2000-2004		260		350
	936-3082.01 Linkages	H	2000-2001		400		0
	Commercial & Private Sector Strategies	H	2000-2004		1,740		1,550
	936-3090.02 Implementing AIDS Prevention & Control Activities (IMPACT)	H	2000-2002		300		300
<b>GRAND TOTAL.....</b>				<b>0</b>	<b>7,300</b>	<b>0</b>	<b>7,300</b>

\* For Priorities use high, medium-high, medium, medium-low, low

***Program, Workforce and OE***

## FY 2000 Budget Request by Program/Country

Fiscal Year: 2000      Program/Country: JORDAN

Approp:      ESF

Scenario:

S.O. # , Title		FY 2000 Request													Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2000
	Bilateral/Field Spt	Total	Agriculture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G			
SO 1: INCREASED FOREIGN EXCHANGES EARNINGS FORM CULTURAL AND NATURE VISITORS ( Not active)																
	Bilateral	0	0	0	0	0	0	0	0	0	0	0	0		2,301	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0		2,301	0
SO 2: IMPROVED WATER RESOURCES MANAGEMENT																
	Bilateral	83,000	28,000									55,000			32,697	223,874
	Field Spt	0	0									0			0	0
		83,000	28,000	0	0	0	0	0	0	0	0	55,000	0		32,697	223,874
SO 3: Improved Access to and Quality of Reproductive and Primary Health Care, 278003																
	Bilateral	13,400					2,400				11,000				15,717	23,197
	Field Spt	6,600					6,300			300	0				0	0
		20,000	0	0	0	0	8,700	0	0	300	11,000	0	0		15,717	23,197
SO 4: OTHER ACTIVITIES IN SUPPORT OF AGENCY OBJECTIVES (Not active)																
	Bilateral	0													1,752	0
	Field Spt	0													0	0
		0	0	0	0	0	0	0	0	0	0	0	0		1,752	0
SO 5: INCREASED ECONOMIC OPPORTUNITIES FOR JORDANIANS																
	Bilateral	96,700		96,700											74,978	53,662
	Field Spt	300		300											300	0
		97,000	0	97,000	0	0	0	0	0	0	0	0	0		75,278	53,662
SO 6:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0		0	0
SO 7:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0		0	0
SO 8:																
	Bilateral	0														
	Field Spt	0														
		0	0	0	0	0	0	0	0	0	0	0	0		0	0
Total Bilateral		193,100	28,000	96,700	0	0	2,400	0	0	0	11,000	55,000	0		127,445	300,733
Total Field Support		6,900	0	300	0	0	6,300	0	0	300	0	0	0		300	0
<b>TOTAL PROGRAM</b>		<b>200,000</b>	<b>28,000</b>	<b>97,000</b>	<b>0</b>	<b>0</b>	<b>8,700</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>11,000</b>	<b>55,000</b>	<b>0</b>		<b>127,745</b>	<b>300,733</b>

FY 2000 Request Agency Goal Totals	
Econ Growth	125,000
Democracy	0
HCD	0
PHN	20,000
Environment	55,000
Program ICASS	0

FY 2000 Account Distribution (DA only)	
Dev. Assist Program	188,700
Dev. Assist ICASS	
Dev. Assist Total:	188,700
CSD Program	11,300
CSD ICASS	
CSD Total:	11,300

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account. (\*\*) Health Promotion is normally funded from the CSD Account, although amounts for Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2001 Budget Request by Program/Country

Fiscal Year: 2001      Program/Country: JORDAN

Approp:      ESF

Scenario:

S.O. # , Title		FY 2001 Request												Est. S.O. Expenditures	Est. S.O. Pipeline End of FY2002
	Bilateral/ Field Spt	Total	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G		
SO 1: INCREASED FOREIGN EXCHANGES EARNINGS FORM CULTURAL AND NATURE VISITORS ( Not active)															
	Bilateral	0						0						0	
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: IMPROVED WATER RESOURCES MANAGEMENT															
	Bilateral	60,000	20,000									40,000		42,868	241,006
	Field Spt	0	0									0		0	
		60,000	20,000	0	0	0	0	0	0	0	0	40,000	0	42,868	241,006
SO 3: Improved Access to and Quality of Reproductive and Primary Health Care, 278003															
	Bilateral	7,700					2,700				5,000			16,050	22,147
	Field Spt	7,300					7,000			300				0	
		15,000	0	0	0	0	9,700	0	0	300	5,000	0	0	16,050	22,147
SO 4: OTHER ACTIVITIES IN SUPPORT OF AGENCY OBJECTIVES (Not active)															
	Bilateral	0												0	0
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: INCREASED ECONOMIC OPPORTUNITIES FOR JORDANIANS															
	Bilateral	75,000	0	75,000										74,075	54,587
	Field Spt	0												0	
		75,000	0	75,000	0	0	0	0	0	0	0	0	0	74,075	54,587
SO 6:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0													
	Field Spt	0													
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		142,700	20,000	75,000	0	0	2,700	0	0	0	5,000	40,000	0	132,993	317,740
Total Field Support		7,300	0	0	0	0	7,000	0	0	300	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>150,000</b>	<b>20,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>9,700</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>5,000</b>	<b>40,000</b>	<b>0</b>	<b>132,993</b>	<b>317,740</b>

FY 2001 Request Agency Goal Totals	
Econ Growth	95,000
Democracy	0
HCD	0
PHN	15,000
Environment	40,000
Program ICASS	0

FY 2001 Account Distribution (DA only)	
Dev. Assist Program	144,700
Dev. Assist ICASS	
<b>Dev. Assist Total:</b>	<b>144,700</b>
CSD Program	5,300
CSD ICASS	
<b>CSD Total:</b>	<b>5,300</b>

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account.

(\*\*) Health Promotion is normally funded from the CSD Account, although amounts for

Victims of War/Victims of Torture are funded from the DA/DFA Account

## FY 2002 Budget Request by Program/Country

Fiscal Year: 2002      Program/Country: JORDAN

Approp:      ESF

Scenario:

S.O. # , Title															
FY 2002 Request															
	Bilateral/ Field Spt	Total	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Health Promotion (**)	Environ	D/G	Est. S.O. Expendi- tures	Est. S.O. Pipeline End of FY2002
SO 1: INCREASED FOREIGN EXCHANGES EARNINGS FORM CULTURAL AND NATURE VISITORS ( Not active)															
	Bilateral	0						0						0	
	Field Spt	0												0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 2: IMPROVED WATER RESOURCES MANAGEMENT															
	Bilateral	60,000	20,000									40,000		92,909	208,097
	Field Spt	0	0									0		0	
		60,000	20,000	0	0	0	0	0	0	0	0	40,000	0	92,909	208,097
SO 3: Improved Access to and Quality of Reproductive and Primary Health Care, 278003															
	Bilateral	7,700					2,700				5,000			14,550	22,597
	Field Spt	7,300					7,000			300				0	
		15,000	0	0	0	0	9,700	0	0	300	5,000	0	0	14,550	22,597
SO 4: OTHER ACTIVITIES IN SUPPORT OF AGENCY OBJECTIVES (Not active)															
	Bilateral	0												0	0
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 5: INCREASED ECONOMIC OPPORTUNITIES FOR JORDANIANS															
	Bilateral	75,000	0	75,000										71,756	57,831
	Field Spt	0												0	
		75,000	0	75,000	0	0	0	0	0	0	0	0	0	71,756	57,831
SO 6:															
	Bilateral	0												0	
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															
	Bilateral	0												0	
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
	Bilateral	0												0	
	Field Spt	0												0	
		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		142,700	20,000	75,000	0	0	2,700	0	0	0	5,000	40,000	0	179,215	288,525
Total Field Support		7,300	0	0	0	0	7,000	0	0	300	0	0	0	0	0
<b>TOTAL PROGRAM</b>		<b>150,000</b>	<b>20,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>9,700</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>5,000</b>	<b>40,000</b>	<b>0</b>	<b>179,215</b>	<b>288,525</b>

FY 2002 Request Agency Goal Totals	
Econ Growth	95,000
Democracy	0
HCD	0
PHN	15,000
Environment	40,000
Program ICASS	0

FY 2002 Account Distribution (DA only)	
Dev. Assist Program	144,700
Dev. Assist ICASS	
Dev. Assist Total:	144,700
CSD Program	5,300
CSD ICASS	
CSD Total:	5,300

Prepare one set of tables for each Fiscal Year (FY2000, FY2001, FY2002)  
 Prepare one set of tables for each appropriation Account  
 Tables for DA and CSD may be combined on one table.  
 For the

Workforce Tables

Org JORDAN End of year On-Board								Total							Total	Total
FY 2000 Estimate	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con-tract	Legal	All Other	Mgmt.	Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	12	2	0	4	23	33
Subtotal	0	5	6	0	5	0	0	16	2	7	15	3	1	7	35	51
<b>Program Funded 1/</b>																
U.S. Citizens	0	2	0	0	2	0	0	4	0	0	0	0	0	0	0	4
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	3	0	0	2	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	8	6	0	7	0	0	21	2	7	15	3	1	7	35	56
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	6	0	7	0	0	21	2	7	15	3	1	7	35	56



Workforce Tables

Org Jordan End of year On-Board  <b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	12	2	0	4	23	33
Subtotal	0	5	6	0	5	0	0	16	2	7	15	3	1	7	35	51
<b>Program Funded 1/</b>																
U.S. Citizens	0	2	0	0	2	0	0	4	0	0	0	0	0	0	0	4
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	3	0	0	2	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	8	6	0	7	0	0	21	2	7	15	3	1	7	35	56
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	0	8	6	0	7	0	0	21	2	7	15	3	1	7	35	56

Workforce Tables

Org Jordan End of year On-Board  FY 2002 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	12	2	0	4	23	33
Subtotal	0	5	6	0	5	0	0	16	2	7	15	3	1	7	35	51
<b>Program Funded 1/</b>																
U.S. Citizens	0	2	0	0	2	0	0	4	0	0	0	0	0	0	0	4
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	3	0	0	2	0	0	5	0	0	0	0	0	0	0	5
Total Direct Workforce	0	8	6	0	7	0	0	21	2	7	15	3	1	7	35	56
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	0	8	6	0	7	0	0	21	2	7	15	3	1	7	35	56

# USDH Staffing Requirements by Backstop, FY 2000 - FY 2003

Mission: Jordan

Functional Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2000	FY 2001	FY 2002	FY 2003
Senior Management				
<b>SMG - 01</b>	1	1	1	1
Program Management				
<b>Program Mgt - 02</b>	2	2	2	2
<b>Project Dvpm Officer - 94</b>	0	0	0	0
Support Management				
<b>EXO - 03</b>	1	1	1	1
<b>Controller - 04</b>	1	1	1	1
<b>Legal - 85</b>	1	1	1	1
<b>Commodity Mgt. - 92</b>	0	0	0	0
<b>Contract Mgt. - 93</b>	1	1	1	1
<b>Secretary - 05 &amp; 07</b>	0	0	0	0
Sector Management				
<b>Agriculture - 10 &amp; 14</b>	0	0	0	0
<b>Economics - 11</b>	1	1	1	1
<b>Democracy - 12</b>	0	0	0	0
<b>Food for Peace - 15</b>	0	0	0	0
<b>Private Enterprise - 21</b>	1	1	1	1
<b>Engineering - 25</b>	0	0	0	0
<b>Environment - 40 &amp; 75</b>	0	0	0	0
<b>Health/Pop. - 50</b>	1	1	1	1
<b>Education - 60</b>	0	0	0	0
<b>General Dvpm. - 12*</b>	1	1	1	1
<b>RUDO, UE-funded - 40</b>	0	0	0	0
<b>Total</b>	11	11	11	11

**\*GDO - 12:** for the rare case where an officer manages activities in several technical areas, none of which predominate, e.g., the officer manages Democracy, Health, and Environment activities that are about equal. An officer who manages primarily Health activities with some Democracy and Environment activities would be a Health Officer, BS 50.

remaining **IDI**s: list under the Functional Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw as well as include it with your R4 submission.

**OPERATING EXPENSES**

<b>Org. Title: USAID/Jordan</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 278</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	185.2		185.2	199		199	207.4		207.4
	Subtotal OC 11.1	185.2	0	185.2	199	0	199	207.4	0	207.4
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0		0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	2.1		2.1	2		2	3.3		3.3
11.5	FNDH	27.9		27.9	28.5		28.5	29.4		29.4
	Subtotal OC 11.5	30	0	30	30.5	0	30.5	32.7	0	32.7
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	7.6		7.6	41.5		41.5	26.5		26.5
11.8	FN PSC Salaries	0	850	850	0	910.4	910.4		974.1	974.1
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0	0	0	0			0
	Subtotal OC 11.8	7.6	850	857.6	41.5	910.4	951.9	26.5	974.1	1000.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	122.8		122.8	149.5		149.5	249		249
12.1	Cost of Living Allowances	0		0	0		0	0		0
12.1	Home Service Transfer Allowances	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	6.1		6.1	3.9		3.9	4.7		4.7
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund -	20.6		20.6	40.8		40.8	36.8		36.8
12.1	Other FNDH Benefits	16.1		16.1	17.3		17.3	18		18
12.1	US PSC Benefits	0		0	0		0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund	28.5		28.5	41.7		41.7	42.2		42.2
12.1	Other FN PSC Benefits	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0	0		0	0		0
	Subtotal OC 12.1	194.1	0	194.1	253.2	0	253.2	350.7	0	350.7

**OPERATING EXPENSES**

<b>Org. Title: USAID/Jordar _____</b>			<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH		0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FNDH		0		0	0		0	0		0
13.0	FN PSCs		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs		0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FN PSC		0		0	0		0	0		0
	Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel		25		25	25		25	25		25
21.0	Mandatory/Statutory Travel		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field		23		23	23		23	40		40
21.0	Assignment to Washington Travel		0		0	0		0	14		14
21.0	Home Leave Travel		52		52	31		31	36		36
21.0	R & R Travel		21		21	33		33	16.5		16.5
21.0	Education Travel		8		8	6		6	3		3
21.0	Evacuation Travel		10		10	10		10	11		11
21.0	Retirement Travel		0		0	0		0	0		0
21.0	Pre-Employment Invitational Travel		0		0	0		0	0		0
21.0	Other Mandatory/Statutory Travel		0		0	0		0	0		0
21.0	Operational Travel		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel		21		21	10.5		10.5	10.5		10.5
21.0	Site Visits - Mission Personnel		24.8		24.8	42.8		42.8	42.8		42.8
21.0	Conferences/Seminars/Meetings/Retreats		53.5		53.5	65.5		65.5	60		60
21.0	Assessment Travel		11.3		11.3	0		0	0		0
21.0	Impact Evaluation Travel		0		0	0		0	0		0
21.0	Disaster Travel (to respond to specific disasters)		0		0	0		0	0		0
21.0	Recruitment Travel		0		0	0		0	0		0
21.0	Other Operational Travel		22		22	26		26	27		27
	Subtotal OC 21.0		271.6	0	271.6	272.8	0	272.8	285.8	0	285.8
22.0	Transportation of things		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight		55		55	40		40	120		120
22.0	Home Leave Freight		19.5		19.5	11		11	16		16
22.0	Retirement Freight		0		0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.		18.4		18.4	24		24	19.5		19.5

**OPERATING EXPENSES**

<b>Org. Title: USAID/Jordan _____</b>			<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.		14.8		14.8	20.5		20.5	16		16
	Subtotal OC 22.0		107.7	0	107.7	95.5	0	95.5	171.5	0	171.5
23.2	Rental payments to others		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space		0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space		13.4		13.4	13.4		13.4	13.4		13.4
23.2	Rental Payments to Others - Residences		125		125	125.2	89.6	214.8	188.9	25.9	214.8
	Subtotal OC 23.2		138.4	0	138.4	138.6	89.6	228.2	202.3	25.9	228.2
23.3	Communications, utilities, and miscellaneous charges		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities		1.2		1.2	1.2		1.2	1.2		1.2
23.3	Residential Utilities		43.1		43.1	43.5		43.5	43.1		43.1
23.3	Telephone Costs		30		30	15		15	15		15
23.3	ADP Software Leases		3		3	3		3	3		3
23.3	ADP Hardware Lease		7.5		7.5	7.5		7.5	7.5		7.5
23.3	Commercial Time Sharing		0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)		2.6		2.6	2.6		2.6	2.6		2.6
23.3	Other Mail Service Costs		7		7	7		7	7		7
23.3	Courier Services		1.4		1.4	1.4		1.4	1.4		1.4
	Subtotal OC 23.3		95.8	0	95.8	81.2	0	81.2	80.8	0	80.8
24.0	Printing and Reproduction		1		1	1		1	1		1
	Subtotal OC 24.0		1	0	1	1	0	1	1	0	1
25.1	Advisory and assistance services		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations		1		1	1		1	1		1
25.1	Management & Professional Support Services		10		10	10		10	10		10
25.1	Engineering & Technical Services		0		0	0		0	0		0
	Subtotal OC 25.1		11	0	11	11	0	11	11	0	11
25.2	Other services		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards		0		0	0		0	0		0
25.2	Residential Security Guard Services		27		27	33		33	33		33
25.2	Official Residential Expenses		0		0	0		0	0		0
25.2	Representation Allowances		1.1		1.1	1.1		1.1	1.1		1.1
25.2	Non-Federal Audits		10		10	10		10	0		0

**OPERATING EXPENSES**

<b>Org. Title: USAID/Jordan _____</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	0.4		0.4	0.4		0.4	0.4		0.4
25.2	Vehicle Rental	0		0	0		0	0		0
25.2	Manpower Contracts	0		0	0		0	0		0
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0
25.2	Penalty Interest Payments	0		0	0		0	0		0
25.2	Other Miscellaneous Services	4.8		4.8	5.3		5.3	14.8		14.8
25.2	Staff training contracts	7.5		7.5	7.5		7.5	7.5		7.5
25.2	ADP related contracts	6		6	6		6	6		6
	Subtotal OC 25.2	56.8	0	56.8	63.3	0	63.3	62.8	0	62.8
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	430		430	475		475	500		500
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0
	Subtotal OC 25.3	430	0	430	475	0	475	500	0	500
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.5		1.5	1.5		1.5	1.5		1.5
25.4	Residential Building Maintenance	15		15	10		10	20		20
	Subtotal OC 25.4	16.5	0	16.5	11.5	0	11.5	21.5	0	21.5
25.6	Medical Care	0			0			0		
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0		0	0		0	0		0
25.7	Storage Services	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	4		4	4		4	4		4
25.7	Vehicle Repair and Maintenance	12.6		12.6	12.3		12.3	11.7		11.7
25.7	Residential Furniture/Equip. Repair and Maintenance	5		5	5		5	5		5
	Subtotal OC 25.7	21.6	0	21.6	21.3	0	21.3	20.7	0	20.7
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

**OPERATING EXPENSES**

<b>Org. Title: USAID/Jordar _____</b>			<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
26.0	Supplies and materials		59.5		59.5	94.5		94.5	68		68
	Subtotal OC 26.0		59.5	0	59.5	94.5	0	94.5	68	0	68
31.0	Equipment		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		35		35	70.6		70.6	46.8		46.8
31.0	Purchase of Office Furniture/Equip.		20.8		20.8	24.5		24.5	11		11
31.0	Purchase of Vehicles		30		30	31.5		31.5	34.5		34.5
31.0	Purchase of Printing/Graphics Equipment				0	0		0	0		0
31.0	ADP Hardware purchases		43.6		43.6	25		25	20		20
31.0	ADP Software purchases		18.8		18.8	20.5		20.5	20		20
	Subtotal OC 31.0		148.2	0	148.2	172.1	0	172.1	132.3	0	132.3
32.0	Lands and structures		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)		0		0	0		0	0		0
32.0	Purchase of fixed equipment for buildings		0		0	0		0	0		0
32.0	Building Renovations/Alterations - Office		0		0	0		0	0		0
32.0	Building Renovations/Alterations - Residential		0		0	0		0	0		0
	Subtotal OC 32.0		0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities		0		0			0	0		0
	Subtotal OC 42.0		0	0	0	0	0	0	0	0	0
<b>TOTAL BUDGET</b>			<b>1775</b>	<b>850</b>	<b>2625</b>	<b>1962</b>	<b>1000</b>	<b>2962</b>	<b>2175</b>	<b>1000</b>	<b>3175</b>

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>643.7</u>		<u>660.1</u>		<u>729.1</u>
<b>Exchange Rate Used in Computations</b>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 49.1 82.5 79



Organization: USAID/Jordan

Foreign National Voluntary Separation Account									
Action	FY 2000			FY 2001			FY 2002		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	49.1	0.9	50.0	82.5	1.0	83.5	79.0	1.3	80.3
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	114.0	0.0	114.0

Local Currency Trust Funds - Regular			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	627.0	3,277.0	5,277.0
Obligations	850.0	1,000.0	1,000.0
Deposits	3,500.0	3,000.0	0.0
Balance End of Year	3,277.0	5,277.0	4,277.0

**Exchange Rate**                      0.7                      0.7                      0.7

Local Currency Trust Funds - Real Property			
	FY 2000	FY 2001	FY 2002
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      0.7                      0.7                      0.7

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/Jordai _____</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	71		71	76		76	78.6		78.6
	Subtotal OC 11.1	71	0	71	76	0	76	78.6	0	78.6
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0	0		0
11.5	FNDH	5		5	5.1		5.1	5.2		5.2
	Subtotal OC 11.5	5	0	5	5.1	0	5.1	5.2	0	5.2
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0	35		35	0		0
11.8	FN PSC Salaries		105	105	0	112	112	0	120	120
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0	0		0	0		0
	Subtotal OC 11.8	0	105	105	35	112	147	0	120	120
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	23		23	41.8		41.8	39		39
12.1	Cost of Living Allowances	0		0	0		0	0		0
12.1	Home Service Transfer Allowances	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	0		0	1		1	1		1
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund	8		8	16		16	16		16
12.1	Other FNDH Benefits	6		6	6		6	6.1		6.1
12.1	US PSC Benefits	0		0			0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund	3		3	4.4		4.4	4.5		4.5
12.1	Other FN PSC Benefits	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0			0	0		0
	Subtotal OC 12.1	40	0	40	69.2	0	69.2	66.6	0	66.6

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/Jordai _____</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FNDH	0		0	0		0	0		0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FN PS	0		0	0		0	0		0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	5		5	5		5	5		5
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	12		12	0		0
21.0	Assignment to Washington Travel	0		0	0		0	0		0
21.0	Home Leave Travel	0		0	12.5		12.5	0		0
21.0	R & R Travel	7.5		7.5	0		0	7.5		7.5
21.0	Education Travel	3		3	0		0	0		0
21.0	Evacuation Travel	0		0	0		0	0		0
21.0	Retirement Travel	0		0	0		0	0		0
21.0	Pre-Employment Invitational Travel	0		0	0		0	0		0
21.0	Other Mandatory/Statutory Travel	0		0	0		0	0		0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0		0	0		0	0		0
21.0	Site Visits - Mission Personnel	1		1	2		2	2		2
21.0	Conferences/Seminars/Meetings/Retreats	3		3	3		3	3.5		3.5
21.0	Assessment Travel	0		0	0		0	0		0
21.0	Impact Evaluation Travel	0		0	0		0	0		0
21.0	Disaster Travel (to respond to specific disaster)	0		0	0		0	0		0
21.0	Recruitment Travel	0		0	0		0	0		0
21.0	Other Operational Travel	0		0	0		0	0		0
	Subtotal OC 21.0	19.5	0	19.5	34.5	0	34.5	18	0	18
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0		0	20		20	0		0
22.0	Home Leave Freight	0		0	4		4	0		0
22.0	Retirement Freight	0		0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.	0.2		0.2	0.5		0.5	0.5		0.5

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/Jordan _____</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
22.0	Transportation/Freight for Res. Furniture/Equip.	0.2		0.2	0.5		0.5	0.5		0.5
	Subtotal OC 22.0	0.4	0	0.4	25	0	25	1	0	1
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	0.1		0.1	0.1		0.1	0.1		0.1
23.2	Rental Payments to Others - Residences	10		10	20		20	20		20
	Subtotal OC 23.2	10.1	0	10.1	20.1	0	20.1	20.1	0	20.1
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0.1		0.1	0.1		0.1	0.1		0.1
23.3	Residential Utilities	4		4	4		4	4		4
23.3	Telephone Costs	3		3	3		3	3		3
23.3	ADP Software Leases	0		0	0		0	0		0
23.3	ADP Hardware Lease	0		0	0		0	0		0
23.3	Commercial Time Sharing	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)	0		0	0		0	0		0
23.3	Other Mail Service Costs	0		0	0		0	0		0
23.3	Courier Services	0.4		0.4	0.4		0.4	0.4		0.4
	Subtotal OC 23.3	7.5	0	7.5	7.5	0	7.5	7.5	0	7.5
24.0	Printing and Reproduction	0		0	0		0	0		0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0		0	0		0	0		0
25.1	Management & Professional Support Services	0		0	0		0	0		0
25.1	Engineering & Technical Services	0		0	0		0	0		0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards	0		0	0		0	0		0
25.2	Residential Security Guard Services	3		3	3		3	3		3
25.2	Official Residential Expenses	0		0	0		0	0		0
25.2	Representation Allowances	0		0	0		0	0		0
25.2	Non-Federal Audits	10		10	10		10	0		0

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/Jordai _____</b>		<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>		<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
25.2	Grievances/Investigations	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	0		0	0		0	0		0
25.2	Vehicle Rental	0		0	0		0	0		0
25.2	Manpower Contracts	0		0	0		0	0		0
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0
25.2	Penalty Interest Payments	0		0	0		0	0		0
25.2	Other Miscellaneous Services	0		0	0		0	0		0
25.2	Staff training contracts	0		0	0		0	0		0
25.2	ADP related contracts	0		0	0		0	0		0
	Subtotal OC 25.2	13	0	13	13	0	13	3	0	3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	40		40	44		44	46		46
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0
	Subtotal OC 25.3	40	0	40	44	0	44	46	0	46
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0.1		0.1	0.1		0.1	0.1		0.1
25.4	Residential Building Maintenance	1.5		1.5	1		1	1		1
	Subtotal OC 25.4	1.6	0	1.6	1.1	0	1.1	1.1	0	1.1
25.6	Medical Care	0			0			0		
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0		0	0		0	0		0
25.7	Storage Services	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	0		0	0		0	0		0
25.7	Vehicle Repair and Maintenance	0		0	0		0	0		0
25.7	Residential Furniture/Equip. Repair and Maintenance	0		0	0		0	0		0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

**CONTROLLER OPERATIONS**

<b>Org. Title: USAID/Jordan _____</b>			<b>Overseas Mission Budgets</b>								
<b>Org. No: 278 _____</b>			<b>FY 2000 Estimate</b>			<b>FY 2001 Target</b>			<b>FY 2002 Target</b>		
<b>OC</b>			<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
26.0	Supplies and materials		4		4	4.5		4.5	4		4
	Subtotal OC 26.0		4	0	4	4.5	0	4.5	4	0	4
31.0	Equipment		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.		0		0	35		35	0		0
31.0	Purchase of Office Furniture/Equip.		3		3	1		1	1		1
31.0	Purchase of Vehicles		0		0	0		0	0		0
31.0	Purchase of Printing/Graphics Equipment		0		0	0		0	0		0
31.0	ADP Hardware purchases		3		3	3		3	2		2
31.0	ADP Software purchases		1		1	1		1	1		1
	Subtotal OC 31.0		7	0	7	40	0	40	4	0	4
32.0	Lands and structures		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)		0		0	0		0	0		0
32.0	Purchase of fixed equipment for buildings		0		0	0		0	0		0
32.0	Building Renovations/Alterations - Office		0		0	0		0	0		0
32.0	Building Renovations/Alterations - Residential		0		0	0		0	0		0
	Subtotal OC 32.0		0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities		0		0	0		0	0		0
	Subtotal OC 42.0		0	0	0	0	0	0	0	0	0
<b>TOTAL BUDGET</b>			<b>219.1</b>	<b>105</b>	<b>324.1</b>	<b>375</b>	<b>112</b>	<b>487</b>	<b>255.1</b>	<b>120</b>	<b>375.1</b>

**Additional Mandatory Information**

<b>Dollars Used for Local Currency Purchases</b>	<u>121.7</u>		<u>126.8</u>		<u>127</u>
<b>Exchange Rate Used in Computations</b>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
 On that form, OE funded deposits must equal: 11 20.4 20.5

## CAPITAL INVESTMENT FUND

Org. Title: USAID/Jordan _____ Org. No: 278 _____ OC		Overseas Mission Budgets								
		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0
11.5	FNDH			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0
11.8	FN PSC Salaries			0			0			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0
12.1	Cost of Living Allowances			0			0			0
12.1	Home Service Transfer Allowances			0			0			0
12.1	Quarters Allowances			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0
12.1	Other FNDH Benefits			0			0			0
12.1	US PSC Benefits			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0
12.1	Other FN PSC Benefits			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0

## CAPITAL INVESTMENT FUND

Org. Title: USAID/Jordar _____		Overseas Mission Budgets								
Org. No: 278 _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0
Subtotal OC 13.0		0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0			0			0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0
21.0	Assignment to Washington Travel			0			0			0
21.0	Home Leave Travel			0			0			0
21.0	R & R Travel			0			0			0
21.0	Education Travel			0			0			0
21.0	Evacuation Travel			0			0			0
21.0	Retirement Travel			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0
21.0	Site Visits - Mission Personnel			0			0			0
21.0	Conferences/Seminars/Meetings/Retreats			0			0			0
21.0	Assessment Travel			0			0			0
21.0	Impact Evaluation Travel			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0
21.0	Recruitment Travel			0			0			0
21.0	Other Operational Travel			0			0			0
Subtotal OC 21.0		0	0	0	0	0	0	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0
22.0	Home Leave Freight			0			0			0
22.0	Retirement Freight			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0	6		6	6		6



## CAPITAL INVESTMENT FUND

Org. Title: USAID/Jordan _____		Overseas Mission Budgets								
Org. No: 278 _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0
	Subtotal OC 22.0	0	0	0	6	0	6	6	0	6
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0
23.2	Rental Payments to Others - Residences			0			0			0
	Subtotal OC 23.2	0	0	0	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0			0			0
23.3	Residential Utilities			0			0			0
23.3	Telephone Costs			0			0			0
23.3	ADP Software Leases			0			0			0
23.3	ADP Hardware Lease			0			0			0
23.3	Commercial Time Sharing			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0
23.3	Other Mail Service Costs			0			0			0
23.3	Courier Services			0			0			0
	Subtotal OC 23.3	0	0	0	0	0	0	0	0	0
24.0	Printing and Reproduction			0			0			0
	Subtotal OC 24.0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0
25.1	Management & Professional Support Services			0			0			0
25.1	Engineering & Technical Services			0			0			0
	Subtotal OC 25.1	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0
25.2	Residential Security Guard Services			0			0			0
25.2	Official Residential Expenses			0			0			0
25.2	Representation Allowances			0			0			0
25.2	Non-Federal Audits			0			0			0

## CAPITAL INVESTMENT FUND

Org. Title: USAID/Jordan _____		Overseas Mission Budgets								
Org. No: 278 _____		FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Grievances/Investigations			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0
25.2	Vehicle Rental			0			0			0
25.2	Manpower Contracts			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0
25.2	Recruiting activities			0			0			0
25.2	Penalty Interest Payments			0			0			0
25.2	Other Miscellaneous Services			0			0			0
25.2	Staff training contracts			0			0			0
25.2	ADP related contracts			0			0			0
	Subtotal OC 25.2	0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0
	Subtotal OC 25.3	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0			0			0
25.4	Residential Building Maintenance			0			0			0
	Subtotal OC 25.4	0	0	0	0	0	0	0	0	0
25.6	Medical Care									
	Subtotal OC 25.6	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0
25.7	Storage Services			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0
	Subtotal OC 25.7	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0

## CAPITAL INVESTMENT FUND

Org. Title: USAID/Jordar _____			Overseas Mission Budgets								
Org. No: 278 _____			FY 2000 Estimate			FY 2001 Target			FY 2002 Target		
OC			Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
26.0	Supplies and materials				0			0			0
	Subtotal OC 26.0		0	0	0	0	0	0	0	0	0
31.0	Equipment		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.				0			0			0
31.0	Purchase of Office Furniture/Equip.				0			0			0
31.0	Purchase of Vehicles				0			0			0
31.0	Purchase of Printing/Graphics Equipment				0			0			0
31.0	ADP Hardware purchases				0	40000		40	40		40
31.0	ADP Software purchases				0			0			0
	Subtotal OC 31.0		0	0	0	40	0	40	40	0	40
32.0	Lands and structures		Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)				0			0			0
32.0	Purchase of fixed equipment for buildings				0			0			0
32.0	Building Renovations/Alterations - Office				0			0			0
32.0	Building Renovations/Alterations - Residential				0			0			0
	Subtotal OC 32.0		0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities				0			0			0
	Subtotal OC 42.0		0	0	0	0	0	0	0	0	0
TOTAL BUDGET			0	0	0	46	0	46	46	0	46

## Additional Mandatory Information

Dollars Used for Local Currency Purchases

000

Exchange Rate Used in Computations

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0

0

0

OC	Resource Category Title	FY 2000 Estimate	FY 2001 Target	FY 2002 Target
11.8	<b>Special personal services payments</b> IPA/Details-In/PASAs/RSSAs Salaries	Do not enter data on this line.		
	<b>Subtotal OC 11.8</b>	0.0	0.0	0.0
12.1	<b>Personnel Benefits</b> IPA/Details-In/PASAs/RSSAs Salaries	Do not enter data on this line.		
	<b>Subtotal OC 12.1</b>	0.0	0.0	0.0
21.0	<b>Travel and transportation of persons</b> <b>Training Travel</b> <b>Operational Travel</b> Site Visits - Headquarters Personnel Site Visits - Mission Personnel Conferences/Seminars/Meetings/Retreats Assessment Travel Impact Evaluation Travel Disaster Travel (to respond to specific disasters) Recruitment Travel Other Operational Travel	Do not enter data on this line.		
	<b>Subtotal OC 21.0</b>	0.0	0.0	0.0
23.3	<b>Communications, Utilities, and Miscellaneous Charges</b> Commercial Time Sharing	Do not enter data on this line.		
	<b>Subtotal OC 23.3</b>	0.0	0.0	0.0
24.0	<b>Printing &amp; Reproduction</b> Subscriptions & Publications	Do not enter data on this line.		
	<b>Subtotal OC 24.0</b>	0.0	0.0	0.0
25.1	<b>Advisory and assistance services</b> Studies, Analyses, & Evaluations Management & Professional Support Services Engineering & Technical Services	Do not enter data on this line.		
	<b>Subtotal OC 25.1</b>	0.0	0.0	0.0
25.2	<b>Other services</b> Non-Federal Audits Grievances/Investigations Manpower Contracts Other Miscellaneous Services Staff training contracts	Do not enter data on this line.		
	<b>Subtotal OC 25.2</b>	0.0	0.0	0.0
25.3	<b>Purchase of goods and services from Government accounts</b> DCAA Audits HHS Audits All Other Federal Audits Reimbursements to Other USAID Accounts All Other Services from other Gov't. Agencies	Do not enter data on this line.		
	<b>Subtotal OC 25.3</b>	0.0	0.0	0.0
25.7	<b>Operation &amp; Maintenance of Equipment &amp; Storage</b>	Do not enter data on this line.		
	<b>Subtotal OC 25.7</b>	0.0	0.0	0.0
25.8	<b>Substance and support of persons (contract or Gov't.)</b>	Do not enter data on this line.		
	<b>Subtotal OC 25.8</b>	0.0	0.0	0.0
26.0	<b>Supplies and Materials</b>	Do not enter data on this line.		
	<b>Subtotal OC 26.0</b>	0.0	0.0	0.0
31.0	<b>Equipment</b> ADP Software Purchases ADP Hardware Purchases	Do not enter data on this line.		
	<b>Subtotal OC 31.0</b>	0.0	0.0	0.0
<b>TOTAL BUDGET</b>		0.0	0.0	0.0

**ICASS REIMBURSEMENTS**

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	<b>Washington Funded USDH Salaries &amp; Benefits</b>			0			0			0			0			0
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH			0			0			0			0			0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0			0			0			0			0
11.5	FNDH			0			0			0			0			0
	Subtotal OC 11.5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries			0			0			0			0			0
11.8	FN PSC Salaries			0			0			0			0			0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0			0			0			0			0
	Subtotal OC 11.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances			0			0			0			0			0
12.1	Cost of Living Allowances			0			0			0			0			0
12.1	Home Service Transfer Allowances			0			0			0			0			0
12.1	Quarters Allowances			0			0			0			0			0
12.1	Other Misc. USDH Benefits			0			0			0			0			0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH			0			0			0			0			0
12.1	Other FNDH Benefits			0			0			0			0			0
12.1	US PSC Benefits			0			0			0			0			0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PSC			0			0			0			0			0
12.1	Other FN PSC Benefits			0			0			0			0			0
12.1	IPA/Detail-In/PASA/RSSA Benefits			0			0			0			0			0
	Subtotal OC 12.1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FNDH			0			0			0			0			0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs			0			0			0			0			0
13.0	Other Benefits for Former Personnel - FN PSCs			0			0			0			0			0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel			0			0			0			0			0

ICASS REIMBURSEMENTS

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field			0			0			0			0			0
21.0	Assignment to Washington Travel			0			0			0			0			0
21.0	Home Leave Travel			0			0			0			0			0
21.0	R & R Travel			0			0			0			0			0
21.0	Education Travel			0			0			0			0			0
21.0	Evacuation Travel			0			0			0			0			0
21.0	Retirement Travel			0			0			0			0			0
21.0	Pre-Employment Invitational Travel			0			0			0			0			0
21.0	Other Mandatory/Statutory Travel			0			0			0			0			0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel			0			0			0			0			0
21.0	Site Visits - Mission Personnel			0			0			0			0			0
21.0	Conferences/Seminars/Meetings/Retreats			0			0			0			0			0
21.0	Assessment Travel			0			0			0			0			0
21.0	Impact Evaluation Travel			0			0			0			0			0
21.0	Disaster Travel (to respond to specific disasters)			0			0			0			0			0
21.0	Recruitment Travel			0			0			0			0			0
21.0	Other Operational Travel			0			0			0			0			0
Subtotal OC 21.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight			0			0			0			0			0
22.0	Home Leave Freight			0			0			0			0			0
22.0	Retirement Freight			0			0			0			0			0
22.0	Transportation/Freight for Office Furniture/Equip.			0			0			0			0			0
22.0	Transportation/Freight for Res. Furniture/Equip.			0			0			0			0			0
Subtotal OC 22.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space			0			0			0			0			0
23.2	Rental Payments to Others - Warehouse Space			0			0			0			0			0
23.2	Rental Payments to Others - Residences			0			0			0			0			0
Subtotal OC 23.2		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities			0			0			0			0			0
23.3	Residential Utilities			0			0			0			0			0
23.3	Telephone Costs			0			0			0			0			0
23.3	ADP Software Leases			0			0			0			0			0
23.3	ADP Hardware Lease			0			0			0			0			0
23.3	Commercial Time Sharing			0			0			0			0			0
23.3	Postal Fees (Other than APO Mail)			0			0			0			0			0
23.3	Other Mail Service Costs			0			0			0			0			0
23.3	Courier Services			0			0			0			0			0
Subtotal OC 23.3		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24.0	Printing and Reproduction			0			0			0			0			0
Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**ICASS REIMBURSEMENTS**

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations			0			0			0			0			0
25.1	Management & Professional Support Services			0			0			0			0			0
25.1	Engineering & Technical Services			0			0			0			0			0
Subtotal OC 25.1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2	Office Security Guards			0			0			0			0			0
25.2	Residential Security Guard Services			0			0			0			0			0
25.2	Official Residential Expenses			0			0			0			0			0
25.2	Representation Allowances			0			0			0			0			0
25.2	Non-Federal Audits			0			0			0			0			0
25.2	Grievances/Investigations			0			0			0			0			0
25.2	Insurance and Vehicle Registration Fees			0			0			0			0			0
25.2	Vehicle Rental			0			0			0			0			0
25.2	Manpower Contracts			0			0			0			0			0
25.2	Records Declassification & Other Records Services			0			0			0			0			0
25.2	Recruiting activities			0			0			0			0			0
25.2	Penalty Interest Payments			0			0			0			0			0
25.2	Other Miscellaneous Services			0			0			0			0			0
25.2	Staff training contracts			0			0			0			0			0
25.2	ADP related contracts			0			0			0			0			0
Subtotal OC 25.2		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS			0			0			0			0			0
25.3	All Other Services from Other Gov't. accounts			0			0			0			0			0
Subtotal OC 25.3		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance			0			0			0			0			0
25.4	Residential Building Maintenance			0			0			0			0			0
Subtotal OC 25.4		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs			0			0			0			0			0
25.7	Storage Services			0			0			0			0			0
25.7	Office Furniture/Equip. Repair and Maintenance			0			0			0			0			0
25.7	Vehicle Repair and Maintenance			0			0			0			0			0
25.7	Residential Furniture/Equip. Repair and Maintenance			0			0			0			0			0
Subtotal OC 25.7		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.8	Subsistence & spt. of persons (by contract or Gov't.)			0			0			0			0			0
Subtotal OC 25.8		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials			0			0			0			0			0
Subtotal OC 26.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

**ICASS REIMBURSEMENTS**

Org. Title: Org. No: OC		Overseas Mission Budgets														
		FY 2000 Estimate			FY 2001 Target			FY 2001 Request			FY 2002 Target			FY 2002 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
31.0	Purchase of Residential Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Office Furniture/Equip.			0			0			0			0			0
31.0	Purchase of Vehicles			0			0			0			0			0
31.0	Purchase of Printing/Graphics Equipment			0			0			0			0			0
31.0	ADP Hardware purchases			0			0			0			0			0
31.0	ADP Software purchases			0			0			0			0			0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)			0			0			0			0			0
32.0	Purchase of fixed equipment for buildings			0			0			0			0			0
32.0	Building Renovations/Alterations - Office			0			0			0			0			0
32.0	Building Renovations/Alterations - Residential			0			0			0			0			0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities			0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

**Additional Mandatory Information**

**Dollars Used for Local Currency Purchases**

**Exchange Rate Used in Computations**

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If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:

0 0 0 0 0



## **Supplemental Information Annexes**

## Information annex A: Environmental Impact

Activity	Initial Environment Examination	Environmental Assessment	Date
<b>SO2: Improved Water Resources Management:</b>			
<b>Conducted in the pervious years:</b>			
The rehabilitation of springs and wells, Negative Determination (ND)	Yes	N/A	November 18, 1997
The Restructuring and Rehabilitation of the Greater Amman Water Distribution System, (ND)	Yes	N/A	June 21, 1998
Pest Control around As Samra Wastewater treatment Plant, (ND)	Yes	N/A	May 25, 1998
Review of the Zai treatment plant, , (ND)	Yes	N/A	August, 24, 1998
Technical Assistance for Water/Wastewater Private Sector Participation, Categorical Exclusion, (CE)	Yes	N/A	Sept. 8, 1998
Review of Water/Wastewater facility for northern Jordan Valley Community, Positive Determination (PD)	Yes		August 30, 1998
CE and ND for the Water Sector Policy Support	Yes	N/A	May 19, 1999
CE and ND for Water Education Public Information	Yes	N/A	June 28, 1999
ND for the Rehabilitation of the Salt Springs	Yes	N/A	July 12, 1999
ND for additional Improvement at Zai water treatment plant	Yes		May 23, 99
<b>Planned for FY 00:</b>			
EA for the upgrading and expansion of Aqaba Water and Wastewater System		Yes	During 2000
EA wastewater treatment plants at North Jordan Valley		Yes	During 2000
IEE & EA for the Maferq WW projects	Yes	Yes	During 2000
IEE/ EA Me'an Water Pipeline	Yes	Yes	During 2000
EA fir As-Samra wastewater treatment plant			End of 2000
<b>SO3: Improved Access to and Quality of Reproductive and Primary Health Care:</b>			
<b>Conducted in pervious years:</b>			
CE and ND for the initiative in Primary Health Care	Yes		May 17, 1999
Initiative in Reproductive and Primary Health care in Jordan, (ND)	Yes	N/A	December 13, 98
<b>Planned for FY 00:</b>			
None	Yes		May 17, 99
<b>SO5: Increased Economic Opportunities for Jordanians</b>			
<b>Conducted during in pervious years :</b>			
Cash Transfer, Categorical Exclusion (CE)	Yes	N/A	June 29, 98
Categorical Exclusion (CE) CE, ND and PD for the whole SO5	Yes		May 8, 99
<b>Planned for FY 00:</b>			April 2000
EA for the Aqaba QIZ, Free port and the Business Center			

**Information annex B: Success stories**  
**Human Interest Story 1:**  
**(Health and Population SO)**

Historically, family planning programs in the Middle East have focused on women. Breaking from the past, USAID/Jordan last year worked with several Jordanian organizations to pioneer a new approach focused directly on men.

The initial phase of the program, organized under the slogan “Together for a Happy Family,” was launched in March 1998 and concluded in July 1999. Major participants included the Jordan National Population Commission, the Ministry of Health, the Ministry of Social Development, and the Ministry of Awqaf and Religious Affairs.

Stage one entailed community mobilization meetings involving teams consisting of a doctor, a social worker, and an Islamic religious leader. Some 2,000 community leaders in Jordan’s two largest Governorates (Amman and Irbid) participated. Sessions were organized around five major themes: communication; equality between male and female children; Islamic views on family planning; modern contraceptives; and the effect of family planning on quality of life.

Stage two involved a mass media campaign, including publicity on radio and television. The print media also participated, resulting in the distribution of 150,000 brochures through two leading newspapers, *Al-Rai* and *Al-Dastour*. Some of the media spots included interviews with participants involved in the 360 community meetings that had earlier been launched.

Subsequent surveys pointed to a number of positive benefits, including much greater awareness about various types of contraceptives. Communication between husbands and wives on family planning issues increased. Perceptions on Islamic attitudes on family planning were clarified. Community leaders also became much more aware of and interested in family planning issues. This in turn helped extend impact further among the various family and social networks represented.

Based on the success of the first phase of the project, the motivational campaign involving men and religious leaders is being extended to cover the Governorates of Zarqa, Balqa and Karak. Community mobilization campaigns have already been launched, while the media campaign will continue until March 2000.

**Information annex B: Success stories**  
**Human Interest Story 2:**  
**(Health and Population SO)**

Dr. May Al Hadidi and Dr. Wisam Karadsheh are two female Jordanian doctors who demonstrate the enthusiasm and commitment of those working on the USAID-funded Comprehensive Post Partum (CPP) project.

Dr. Al-Hadidi manages the CPP center at the Al-Bashir Hospital in Amman, while Dr. Karadsheh manages the CPP center at the Al-Nadeem Hospital in the nearby town of Madaba. Both doctors have been selected as “manager of the month” several times. Both also serve in the quality assurance group, responsible for updating standards, indicators and protocols in a growing network of CPP centers spread throughout the country.

The two doctors are helping to pioneer a new and innovative approach that combines medical and family planning services at one location. Unusually for developing countries, virtually all births in Jordan occur in hospitals. While most mothers are committed to ensuring vaccinations and regular medical exams for their new babies, surveys suggest that they are much less likely to make a follow-up visit to take care of their own health needs.

The solution is the development of a CPP at the hospital in which the baby was born—an attractive, well-run facility that addresses the needs of mothers as well as their children. Family planning counseling and services are integrated into the list of services available at these centers.

Survey research underscores the attractiveness of the CPP centers and the impact that this new initiative is having:

- By the end of December 1999, an average of 67 percent of those clients visiting the hospital prior to the birth of their child returned for post partum care, up from only 6 percent at the inception of the CPP project in June 1996.
- The number of new users of family planning services increased by 309 percent, from 3,672 in 1997 to 11,350 in 1999.

Fourteen CPP centers have so far been established under the four-year, \$10 million CPP project. Current plans call for expanding the number of centers to 21, covering 58 percent of all hospital deliveries in Jordan.

**Information annex B: Success stories**  
**Human Interest Story 3:**  
**(Water Management SO)**

In 1997, USAID/Jordan learned that communities in the Hashimiyya area north of Amman, with a population of 50,000, were complaining about a range of pest problems. These problems were associated with the neighboring As-Samra wastewater treatment plant serving Jordan's capital city of Amman.

Working with the global Environmental Health Project (EHP), USAID/Jordan helped to identify a solution. First, investigators found that mosquitoes and other pests were breeding in the effluent from the treatment plant collecting in stagnant pools along Wadi Dhuleil. Next, a sustainable pest control program was developed to address the problem. A committee involving community members and national and local officials was organized to help guide and eventually manage the process.

During the summer of 1998, community members for the first time worked with government officials to clear the wadi and apply biological (rather than chemical) larvicides. As a result, larval breeding in the wadi was reduced by 90 percent.

Afterwards, a general public awareness campaign to control larval breeding in household cesspools was implemented. Leaflets in Arabic showing how to properly seal household cesspools were widely distributed.

In November 1998, a community assessment indicated that many people had noticed a substantial reduction in the number of mosquitoes. Many people commented that they could finally enjoy sitting outdoors without being bitten by mosquitoes. Other stated that they slept well for the first time in years. Results also indicated that households were spending less on household insecticides than in the past.

Direct USAID assistance to communities in the Hashimiyya area ended in the summer of 1999. However, community workers continued to apply the biological larvicides. The Water Authority also awarded a contract to further clear and improve the wadi.

**Information annex B: Success stories**  
**Human Interest Story4:**  
**(Economic Opportunities SO)**

Yet another medium-sized enterprise is eyeing success in the new year, thanks to a USAID-funded program to enhance the productivity of the private sector, the Jordan-United States Business Partnership (JUSBP). A JUSBP-assisted trade show appearance netted international orders that will boost sales by 30 percent and create 16 new jobs at a previously floundering Jordanian optical aids company.

The International Company for Optical and Hearing Aids Industries (ICOH) was established in 1994, through the purchase of an existing plant on the outskirts of Amman. The Jordanian owners invested in more equipment to enable the factory to mass-produce high quality optical lenses and frames for export.

Business was sluggish until one of the ICOH employees attended a JUSBP-Sponsored awareness seminar held in the summer of 1999. After hearing about the different services offered by JUSBP to Jordanian industries, he filled out a JUSBP contact form. A JUSBP project officer made a visit to determine if ICOH qualified for assistance. That was followed by a diagnostic visit to assess the company's specific needs.

JUSBP learned that the general manager, Dr. George Janho, wanted very much to attend the upcoming SILMO Optical Fair in Paris in October. Originally the company's internal auditor, Dr. Janho had risen through the ranks by 1999 was serving as General Manager. He wanted to focus on marketing and on increasing exports "to turn around the company," which had been losing money from the start. The Board, however, was cautious. Registration expenses at SILMO were prohibitively high, and ICOH had attended the Fair previously, without results.

When JUSBP agreed to finance part of ICOH's participation at the Fair, Dr. Janho approached his Board with confidence. He not only had financial assistance, but he also had a plan. The Board could not refuse. "I wanted to go to Paris well prepared," Dr. Janho says. "With the JUSBP funds, I hired a local graphic designer to prepare catalogues, flyers and a profile of the company. I contracted a French design company in Paris to design and build our booth. Then I sent invitations to companies in twenty-six countries to come and visit our booth at the Fair. "To gain a high profile at the Fair, I rented one of the most visible and distinctive booths, right next to Corning, the multinational glass company. I wanted to be next to the big players, who attract the most traffic.

A week after his return from the Fair, JUSBP and all of Jordan heard about ICOH's success in a "thank you" letter from Dr. Janho that appeared in the *Al-Ra'i* daily newspaper. ICOH had signed export contracts totaling \$1.5 million with new clients from Algeria, Morocco, and Ethiopia. As a result of these new contracts, ICOH will employ 16 new workers during the year 2000. It also expects to see its sales increase by 30 percent.

**Information annex C:**  
**NOTE ON CROSS-CUTTING ISSUES AND THE INTERDEPENDENCY AMONG  
STRATEGIC OBJECTIVES WITHIN THE USAID/JORDAN STRATEGIC  
CONSTRUCT**

The March 1998 USAID/Jordan's strategy document which sets the parameters for the USAID program in Jordan explicitly highlights the fact that USAID/Jordan's three Strategic Objectives are highly interdependent. For example, it notes that:

*The real constraints in Jordan are systemic in nature, cutting across several sectors at once. For example, water is not simply an issue related to the "water sector" but also has an enormous impact on agricultural, urban development, quality of life and industrialization, among other concerns. Similarly, the employment issue is a pervasive one, cutting across all sectors of the economy at once. In the Jordan context, systemic rather than sector-specific strategic approaches make most sense (p. 9)*

It also indicates that:

*The direct links among the three main problem areas identified by USAID are almost immediately apparent. For example, high population growth rates put enormous pressure on Jordan's scarce natural resource base including, most notably, water. So too, rapid population growth makes it enormously difficult to find productive employment for the large numbers of new Jordanians entering into the workforce each year. Failure to address any one problem area would jeopardize progress in all the others (p. 9)*

If anything, these statements are truer today than when first written more than two years ago. Last year's drought probably cost Jordan at least one percentage point in terms of its annual GDP growth rate—and ensured that the annual increase in GDP would remain in negative figures rather than finally registering an increase. Over the long term, recent analysis undertaken by USAID/Jordan's economic section further underscores the fact that what happens in the water sector has a major impact elsewhere in the economy. Among other things, it also highlighted the important relationship between water issues and Jordan's future prospects for economic growth. As far as the family planning SO is concerned, the link between population growth and Jordan's ability to meet its rapidly expanding requirements for water, employment and social services should be clear enough.

Jordan's foundational strategy document also highlighted the fact that a strong emphasis on focus and concentration does not preclude an effective approach toward dealing with a series of "cross cutting" concerns that are important to the Agency and to Jordan. In this regard, it is perhaps helpful to summarize several important themes of interest to the ANE Bureau that are also addressed within one or more of our SOs:

**1. Policy Analysis and Formulation:** The core USAID program in Jordan has a significant interest in understanding the policy environment in the sectors in which we are involved—and then dialoguing with counterparts to bring about needed reform. The annual policy matrix for

the cash transfer provides a good sense for the depth and scope of this dialogue as it relates to SO 5 (Economic Opportunity). Policy analysis, formulation and reform also figures prominently in both the water and the population/health SO. All three SOs fund a variety of activities involving the collection and analysis of data and provide further support for the policy formulation process.

**2. *Community Participation:*** Mechanisms for assuring participation vary across SOs, depending on the nature and type of activity involved. Within SO 2, work on the Hashimiyya pest problem described as an annex to this R4 involved a high degree of community involvement; the new water awareness initiative just being launched should also include significant grassroots participation. Within SO 3, communication campaigns related to family planning invariably include focus group discussions and survey research aimed at assuring local participation in the development and evaluation of ongoing USAID activities. And, within SO 5, the early success of USAID-funded microfinance programs, which now reach more than 13,000 active borrowers (most of them women), reflects widespread USAID engagement at a basic, grassroots level.

**3. *Capacity Building:*** In one sense, the USAID/Jordan mandate is clear, straightforward, and short-term: use vastly increased funding levels to support Jordan's positive contributions to the peace process and set the economy on a path toward long-term sustainable growth. The long-term institution-building projects more typical of the 1960s and 1970s are not part of the current program. However, capacity building in the areas in which USAID is directly involved is certainly being supported, in part through the various activities aimed at improving policy formulation and promoting policy reform. Organizations that benefit from the USAID program include the Investment Promotion Corporation (IPC) and the National Population Commission (NPC). Also, capacity building is supported in a myriad of different ways, ranging from courses aimed at improving host country contracting to numerous training activities related to the post WTO accession process to the firm-level assignment funded under the Jordan-US Business Partnership Program (JUSBP).

**4. *Civil Society/Associational Development:*** Within the Country Team, the Embassy (especially the Political and Public Affairs sections) take the lead role in addressing democratization and human rights concerns. That said, USAID/Jordan can and is helpful in terms of supporting some of the basic building blocks on which a civil society must be built. Support for strengthening building associations through AMIR under the Economic Opportunity SO represents perhaps the most notable example of this. In addition, NGO development through the microfinance program and the new water awareness initiative are suggestive of the more indirect ways in which USAID is supporting civil society concerns in Jordan.

**5. *Gender:*** As a cross-cutting concern, gender issues are addressed in a variety of ways within the USAID/Jordan portfolio. To some extent, the entire health/population SO could be described as a "gender project," albeit one that includes some interesting innovations, including a family planning campaign targeted specifically on men. Within the Economic Opportunity SO, it is worth emphasizing that the vast majority of clients under the various USAID-funded microfinance programs are women. Policy analysis and dialogue across the portfolio also has implications for women in Jordan, including in such areas as insurance, social security, health reform, etc. Well over 40 percent of all USAID-funded trainees are women. However, with regard to US and third country training, the figure falls to a more disappointing 32 percent.



**6. *Participant Training:*** USAID/Jordan does not have a stand-alone participant training program. Also, all programs funded using appropriated resources are short-term rather than long-term in nature. With regard to management, training is decentralized within SOs and among contractors. Approximately 2,100 Jordanians participated in such training programs during FY 1999, more than 90 percent of them having been involved in in-country training. On rarer occasions, US and third country training modules have been organized, mainly to advance various policy reform concerns. More information on the 115 discrete USAID-funded training programs undertaken during FY 1999 are provided in the Agency-wide TRAINET system which USAID/Jordan was among the first to adopt.

**7. *Relationship to National Interest:*** The relationship of the USAID program in Jordan to U.S. national interests related to peace and stability in the Middle East is highlighted in the introductory sections of each SO within this R4. The USAID strategic framework also reflects the fact that the extraordinary high funding levels for Jordan are largely based on this concern. As should be clear from the narrative section of the R4, the three USAID/Jordan strategic objectives are an integral part of the Embassy's Mission Performance Plan (MPP) and make important contributions to it.

## **Information annex D**

### **A NOTE ON MODIFICATIONS IN TARGETS AND INDICATORS**

#### **Changes in This Year's R4**

*SO 2 (Water):* Based on R4 guidance to select indicators that facilitate program management and reduce the total number of indicators, a comprehensive review of the indicators under SO 2 (water) was conducted within the Mission and then transmitted to Washington for further input and comment. Offices in both the Global Bureau and the ANE Bureau participated in the process. As a result of this review, ten of the eighteen indicators for the water program have been eliminated. These were primarily at the Intermediate Result (IR) level. The new set of eight indicators includes three at the SO level and five at the IR level.

At the SO level, the changes are modest, reflecting a slight change in wording rather than any real change in substance. First, the SO level indicator used to measure the increased water use efficiency under IR 2.2 was rephrased slightly from “volume of fresh water saved” to “volume of fresh water made available.” Second, the SO level indicator used to measure achievement of the wastewater program under IR 2.3 was modified from “volume of wastewater treated” to “total new treatment capacity,” better reflecting USAID’s overall contribution. Finally, a new SO level indicator is recommended that incorporates an index of results achieved in the area of policy implementation, private sector participation and management improvements under IR 2.1.

In keeping with ADS guidance provided in Section E201.5.16D.1, the first two modifications at the SO level represent “minor changes” and “refinements” and can be effected in the field. However, the third item needs to be approved by Washington as part of this year’s R4 review to be formally included within our management contract and as part of the SO 2 monitoring plan.

At the IR level, all the indicators are new except the policy one, which has been reformulated to reflect changes in the program. Under IR 2.1, in addition to the policy indicator, there are two new indicators. The first measures progress in achieving greater private sector participation and cost recovery in water and the second is focused on management improvements in key institutions. Under IRs 2.2 and 2.3, there is one indicator each that measures progress on infrastructure projects. While only the revised IR level policy indicator is included in this R4 submission, the others are maintained and are available as part of the SO 2 monitoring plan.

With regard to the continuity of reporting between R4s, it is perhaps worth noting the following: Last year’s R4 included three indicator reporting tables under SO 2, one at the SO level and two at the IR level. The one SO level indicator provided last year (e.g., “volume of freshwater”) is also included as part of this year’s submission. The two IR level indicators provided last year (e.g., “index of water policy change” and “water resources information system developed”) are now incorporated and reflected in a revised IR indicator that is also included in this year’s R4 submission under the title “index of water policy implementation”.

*SO 3 (Health/Population):* Four of the five indicators included in last year's R4 are used in this year's submission. A fifth indicator (3.4.2, "Process to Complete National Health Accounts Developed To Enable MOH to Track Annual Total Health Expenditures") was achieved but has not been included in order to conform with R4 reporting requirements to limit the number of performance data tables provided in the R4 to four.

*SO 5 (Economic Opportunity):* All four indicators provided in last year's R4 are once again used in this year's submission.

### **Requested Changes in Next Year's R4**

*SO 2 (Water):* For next year's R4, we plan to submit only the three SO level indicators, which we believe give the best indication of progress achieved. The one IR indicator provided in this year on policy implementation would be maintained as part of the SO 2 monitoring plan, but would *not* be included in next year's R4 submission, mainly because its contribution would already be reflected in the higher level policy-related SO indicator.

*SO 3 (Health/Population):* We anticipate that the same set of four SO and IR level indicators reported on in this year's R4 will be used again next year.

At the same time, we request formal Washington approval for reformulating one of our two SO level indicators that, although not included in the R4, is useful for monitoring purposes. This SO indicator was approved in Washington in January 1999 and was designed to track progress under the primary health care initiatives activity: "visits for reproductive health services increased from an estimated six percent in 1998 to forty percent of total primary health services in 2004."

The new primary health care initiatives activity was launched in the fall of 1999, following a competitive selection process in which the contract was awarded to Abt Associates.

USAID/Jordan now believes that this indicator is unrealistic and needs to be modified to reflect findings of the primary health care initiatives needs assessment now underway. Once this assessment is complete, USAID/Jordan plans to work with Abt Associates and the Ministry of Health to recommend a new indicator, collect baseline data and set targets. With Washington approval, this new indicator would be formally incorporated as part of the SO 3 monitoring plan. If appropriate, it would also be included in subsequent R4 submissions.

*SO 5 (Economic Opportunity):* We anticipate that the same set of four SO and IR level indicators reported on in this year's R4 will be used again next year.

### **Extending Indicators Beyond FY 2001**

USAID/Jordan's approved strategy covers the period 1997 through 2001, though the life of individual SOs extends into 2004 (this is mainly to accommodate construction and other contracting actions that necessarily had to extend beyond 2001). With regard to specific targets, some targets (especially under SO 5) do not currently go beyond 2001. From our perspective, discussions on approaches to devising new targets for the post 2001 period are very much related to "next steps" in devising a strategic framework that extends beyond 2001.

## Information annex E : Jordan Strategic Construct

STRATEGIC OBJECTIVES & INDICATORS		INTERMEDIATE RESULTS & SELECTED INDICATORS	
<div style="background-color: black; color: white; text-align: center; padding: 2px;"><b>WATER</b></div> <div style="border: 1px solid black; padding: 2px; text-align: center;">Improved Water Resources Management</div>	1. Index of Stronger water institutions 2. Volume of fresh water made available 3. Total wastewater treatment capacity available	1. Stronger water sector institutions	1. Index of water policy Implementation 2. Index of management improvement. 3. Index of private sector participation and cost recovery.
		2. Increased efficiency in use of water resources	1. Water systems rehabilitated/ constructed
		3. Improved quality of wastewater	1. Wastewater treatment systems designed/ constructed
<div style="background-color: black; color: white; text-align: center; padding: 2px;"><b>ECONOMIC OPPORTUNITIES</b></div> <div style="border: 1px solid black; padding: 2px; text-align: center;">Increased Economic Opportunities for Jordanians</div>	1. Percentage increase in number of companies registered. 2. Number of micro and small entrepreneurs utilizing the commercial bank system. 3. Number of jobs created by companies benefiting from investment Promotion Corporation.	1. Increased access to business services	1. Number of borrowers obtaining micro and small enterprise credit. 2. Percentage of repeat borrowers for USAID-supported microenterprise finance. 3. Client rating of business consulting services in USAID-supported BSCs.
		2. More effective identification & implementation of policy reform	1. Level of entrepreneurs' awareness of key economic policy reforms. 2. Level of foreign direct investments facilitated by IPC incentive
		3. Improved environment for sustained policy reform	1. Index of Economic Reform (IER) composite score. 2. "Oracle" expert assessment of progress in economic reform. 3. Progress towards accession to the World Trade Organization. 4. Progress towards efficient and well-regulated capital markets. 5. Progress towards privatization of state owned enterprises (SOEs).
<div style="background-color: black; color: white; text-align: center; padding: 2px;"><b>POPULATION</b></div> <div style="border: 1px solid black; padding: 2px; text-align: center;">Improved Access to and Quality of Reproductive and Primary Health Care</div>	1. Total modern method contraceptive rate increases from an estimated 38.7 in 1998 to 43.7 by December 2004. 2. TBD	1. Improved knowledge of contraceptives	1. 60% of MCRA correctly comprehend a given message.
		2. Increased availability of reproductive and primary health care services	1. Percentage of women who deliver in hospitals with CPP centers and return for postpartum care, increasing from 6% in 1990 to 60% in 1999
		3. Private sector family planning initiative,	To be developed.
		4. Increased rationalization of health financing system	1. Increase revenue generation in JAFPP clinics from 62% in 1998 to 80% in 2000

\* To be developed.